

**UNIVERSITAT  
JAUME·I**

**EVOLUTION, CURRENT SITUATION,  
ADVANTAGES, DISADVANTAGES AND RISKS  
OF TELEWORK IN SPANISH ORGANISATIONS**

**Author: Andrea Guia Aguirre**

**Mentor: Juan Darocha Huerta**

**BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION**

**AE1049 - FINAL DEGREE THESIS**

**COURSE 2022**

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## **1. INTRODUCTION**

This final degree thesis focuses on a working method that, despite its existence many decades ago, has recently had a high impact on companies that have had to use it almost compulsorily for their subsistence as a result of the confinement caused by COVID-19. Few businesses made use of remote work; in Spain, the predominant system is the on-site system.

It will be explained what telework is roughly speaking, from its emergence and its creator to its evolution over the years. It will also be included the before, during and after confinement, where the real boom of its implementation took place up to the present day.

Subsequently, the regulation of telework in Spanish law will be developed at a more specific level.

This will be followed by a comparison of the degree of telework use between Spain and European countries, and the territorial differences within Spain itself. The positive impact of telework on the reduction of pollutant emissions in the environment, one of the most important concerns worldwide, will also be discussed.

In addition, the benefits and consequences of remote work in the psychological and psychosocial spheres of society will be presented. It is considered that this way of working cannot be applied in all types of companies, the advantages and disadvantages that remote working brings to companies that have implemented it will be described, explaining how it works through the example of the consultancy firm DECLARANDO ASESORES 3.0 SL.

And finally, with the impact of globalisation, digitalisation, new technologies, and the hypotheses that now exist for the future on the functioning of the market and social thinking, I will give my opinion, from my personal experience as a teleworker on whether there is a possibility that teleworking in a few decades will be a way of working in companies and normalised by society.

## **2. METHODOLOGY OF THE PROJECT**

In order to carry out the project, I started with the search for information on what telework is, its origin and how it has developed to the present day through the internet. Its existence affects different areas of an economy, so I decided to select the most important

ones in order to describe them and to make a thesis with its subsequent analysis on the repercussions of telework in the world. I have only used internet sources, the learning I got from the telework training course of the company Grupo Bia, an insurance and labour risks company, and the development of my working day in DECLARANDO ASESORES 3.0 SL, a company that has implemented teleworking with a hybrid operation.

Working at DECLARANDO ASESORES 3.0 SL. has inspired me a lot, especially in the content of the sections on society and business. Being able to discuss both positive and negative aspects of remote working during breaks in the working day with teleworkers has been very useful for predicting the future of this modality. Moreover, I like the subject matter of this work, it is part of my current job and my daily habits, which I consider to be one of the most important tools when writing about a research work that I will soon be studying.

### **3. HISTORICAL FRAMEWORK OF TELEWORK**

Telework emerged in 1973 due to the oil crisis. Jack Nilles is recognised as the originator of this way of working (Lavayen, 2020).

In this crisis, oil had an inflationary effect, driving up the price of oil and having a major impact on countries dependent on oil imports.

Due to the scarcity of fuel, Jack, an insurance company worker who had studied engineering with a focus on physics, thought of reducing its use as well as reducing pollution, avoiding the resources that require oil for its operation, such as travelling with transport, transferring the work to the worker so that the employees of the company where he was employed could carry out their working day from anywhere.

To this end, he built centres separate from the central headquarters, located near the employees' homes, which contained the equipment necessary at that time, computers with keyboards, so that they could carry out their working day.

Despite the fact that the technologies were quite insufficient because computers existed, but had not been developed yet, he decided to implement teleworking in the insurance company where he was working, with the aim of avoiding employees' commuting to the company and thus contributing to the reduction of oil consumption, as well as contributing to the environment. With the construction of branches close to the employees' homes so

that they could work, the results were positive in the ninth month, reducing car traffic, pollution and the number of employee dismissals.

#### Illustration 1



Source: Sebastián Fleisman

At that time, the possibilities for the global expansion of this new way of working were quite minimal, given that social thinking was not ready and technological resources were deficient. It was with the beginning of the 1980s, the growth of the Internet and the appearance of laptop computers that it began to be considered by companies as a viable way of optimising resources and favouring both the company's own profits and those of its employees (La Vanguardia, 2020)

#### Illustration 2



Source: Carlos Joric

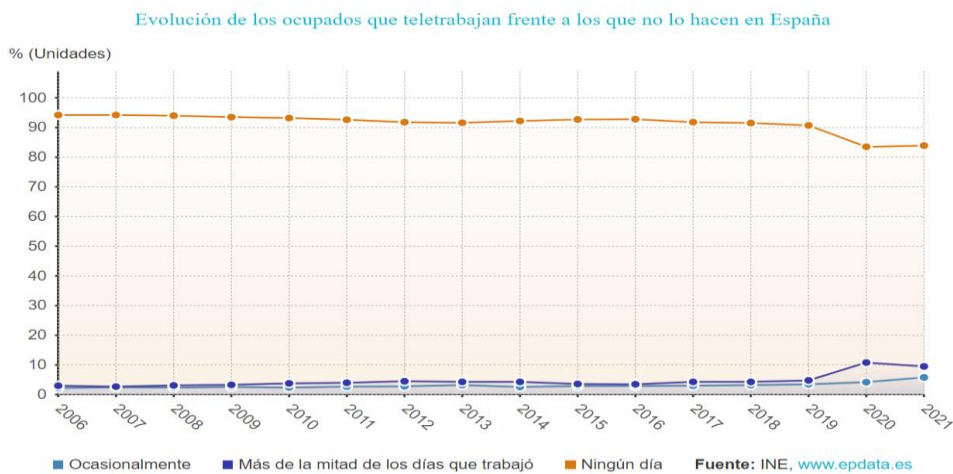
In the 1990s, the Internet was already present all over the world thanks to platforms such as Google and the creation of laptops, making remote communication more feasible and y businesses could adopt telework.

#### 4. EVOLUTION OF TELEWORK TO THE PRESENT SITUATION

Since the emergence of telework, even though the country already had the resources and technologies necessary to make its use feasible, Spain has been very slow in its implementation and degree of use.

In spite of the benefits that teleworking can bring, within the culture of the Spanish population, face-to-face work still prevails over teleworking.

**Graph 3. Evolution of teleworking versus non-teleworking workers**



Source: INE

#### 4.1. Pre-confinement situation

In 2006, Spain promoted the Concilia plan, which was a set of measures aimed at improving the conditions for public employees to be able to reconcile their work and personal situation, thus favouring their well-being and the company's productivity.

**Illustration 4**



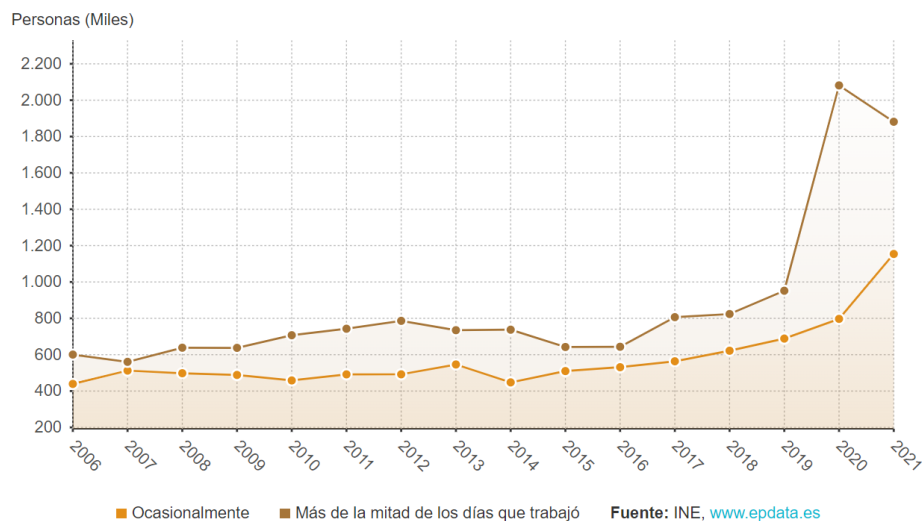
Source: Cajamar

A pilot plan was developed, lasting between 3 and 6 months, which aimed to promote work-life balance through the application of teleworking in the public administration on a part-time basis, not exceeding 40% of the working day of the employees of the Administración General del Estado.

Between 30 and 50 employees who met the requirements of the pilot plan were selected and received prior training in the use of the new technologies, and at the end of the 3 months of the plan, the level of satisfaction with their experience was evaluated.

The results were very positive, 77% of the respondents wanted to continue teleworking as they were very satisfied and had increased their productivity by 32%. The success of the project could serve as an example for many organisations to consider implementing teleworking in their workforce (AG, 2006)

**Graph 5. Evolution of employed teleworkers in Spain**



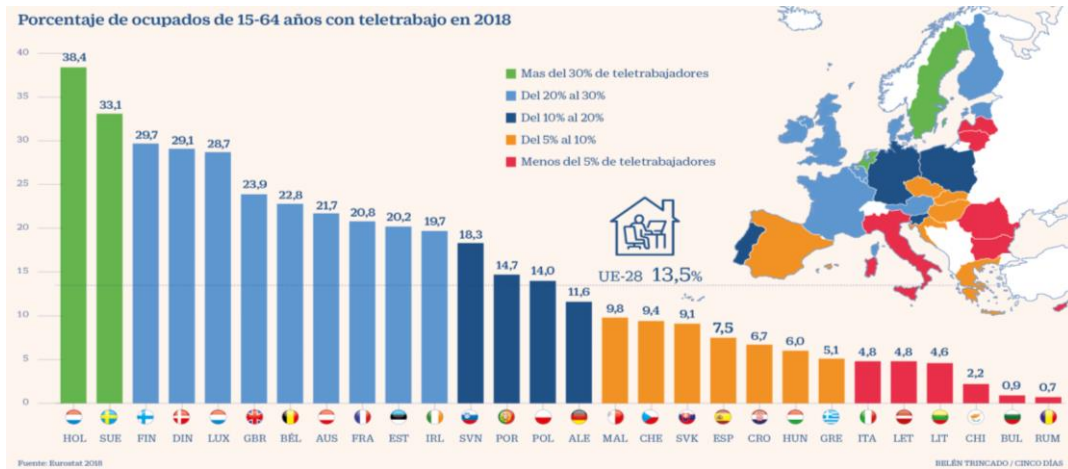
Source: INE

According to INE, in 2006, out of the 19 million of the Spanish working population registered in Spain, only 5.2% of workers were teleworking. This figure was much lower compared to face-to-face workers. Over time, teleworking has increased very gradually.

The graph 5 shows that the most notable increase took place in 2013, 7.47%, and in 2019, 8.3% of those employed teleworking.



**Graph 6. Percentage of employed persons aged 15-64 with telework in 2018**



Source: Belén Trincado / Cinco días

According to the Banco de España (BDE), in 2018, the use of telework in Spain was well below the average of other EU countries.

#### **4.2. Situation during confinement**

The rise and uptake of telework in Spain increased in 2019 in the wake of the COVID 19 pandemic.

**Illustration 7**



Source: M<sup>a</sup> Luisa Verbo / Expansión

At the end of 2019 there was the diagnosis of 27 unknown pneumonias in China from which thousands of people around the world became infected.

According to the World Health Organisation (WHO), this pneumonia was recognised as a disease transmitted by the SARS-CoV-2 virus, coronavirus or in short COVID 19 causing respiratory problems, namely severe acute respiratory syndrome (OMS, 2021)

The number of infections was so rapid and high that the World Health Organisation (WHO) recognised it as a serious global health problem on 11 February 2020.

On 14 March 2020 Spain went into quarantine. During the confinement, the economy was destabilised, placing severe restrictions on the mobility of the country's inhabitants, and paralysing the activity of many businesses. Most establishments were closed to prevent the spread of contagion, only businesses selling basic necessities were allowed to open, and the vast majority of workers were unable to go to their jobs due to restrictions on the movement of the inhabitants.

**Illustration 8**

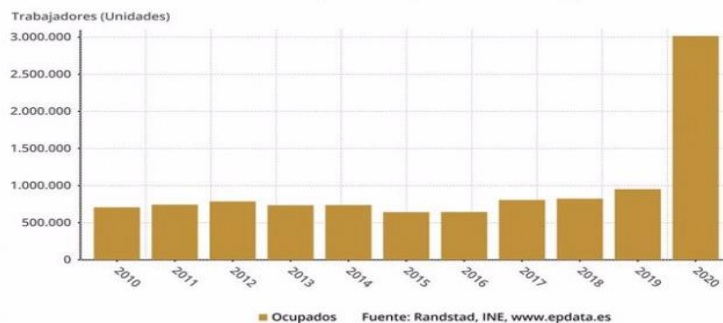


Source: J.R.S Control de tráfico interprovincial

Companies had to evolve and adapt to this threat by making teleworking almost obligatory in order to survive, as the only possibility for their employees to carry out their tasks was from home.

It was here that teleworking really took off in Spain.

**Illustration 9. Evolution of the number of employed people who regularly telework**



Source: Randstad, INE

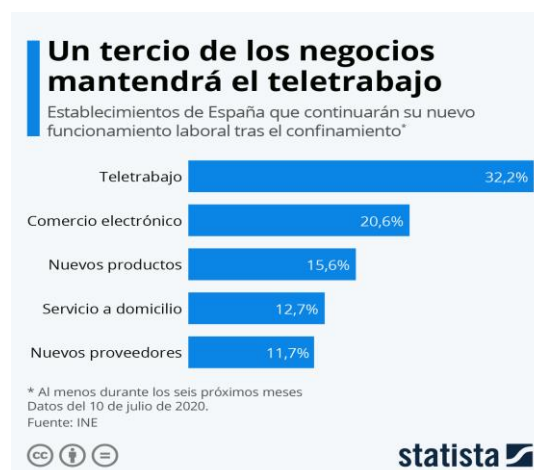
According to Adecco in the run-up to COVID, the number of teleworkers was less than 5%, with only 4.8% of Spaniards teleworking in 2019, which increased in a matter of two months to over 3.5 million Spanish teleworkers in 2020.

The confinement lasted approximately 3 months, and when the situation improved, the government decided to carry out a series of escalation phases in order to return to normality. Teleworkers were able to return to their jobs in person, and the use of telework was reduced.

In October the situation worsened again, the economy could not afford to confine the entire country, but measures such as curfews and reduced opening hours for shops could be implemented.

This health instability and uncertainty led 32.2% of companies to retain remote working so that employees could continue to work from home in the event of further restrictions affecting business operations and the labour market (INE, 2020)

#### Illustration 10. One third of businesses will maintain teleworking



Source: INE, Statista

During this period, telework was fundamental in maintaining the productive framework and business activity, creating a solid resilience in humanity, and provoking a cultural change both in society and in the forms of business organisation.

### **4.3. Post-confinement situation**

With the end of the pandemic, according to data from the Adecco Group Institute, in 2021 the number of teleworkers stabilised, falling to 2.86 million, which represents a year-on-year increase of 74.2% despite its decline (Adecco Institute, 2022)

Most teleworking in Spain was concentrated in the autonomous communities of Madrid, Catalonia, Andalusia and Valencia.

**Illustration 11. Teleworking in Spain in 2021**



Source: Adecco

### **4.3.1. Effects on employment**

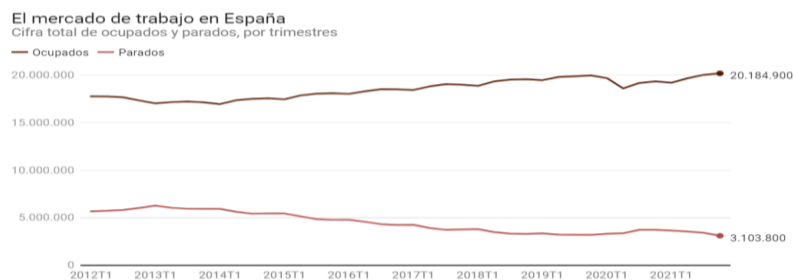
Telework has created business ideas and new jobs.

With the temporary closure of businesses due to the pandemic, many employees became unemployed. Some of these workers found a job opportunity to develop as self-employed by combining their redundancy situation with remote work.

Being able to work from home saves costs. All you need is a computer, a mobile phone and the necessary tools to be able to work as a freelancer.

During the pandemic the number of self-employed workers increased by approximately 57,000 self-employers to a total of 3,328,399 by the end of 2021 (Martinez, 2022)

**Graph 12. The labour market in Spain**



Source: INE, rtve

The end of 2020 saw the creation of 840,600 jobs, one of the highest figures since 2005.

**Illustration 13**



Source: Blog vivva

According to the blog Equipos&Talento It has also favoured the access of disabled people to the labour market. In 2021, the number of contracts for disabled people increased by 27609 jobs of disabled employees who have been able to apply for a job.

**Illustration 14**



Source: González / Blog Emagister

It also favours the creation of moonlighting, teleworking saves time and it is a work planning format that makes it possible to combine two jobs simultaneously and to acquire higher contributions and income.

It also allows people in Spain to take advantage of national job vacancies, which is good for the economy.

And it contributes to the improvement of unemployment caused by changes in the economy such as the unexpected passage of the pandemic, where without telework, it would not have been possible to work in sectors such as technology where its use was feasible.

## 5. LEGAL SCOPE

Telework is regulated in Article 13 of the Estatuto de los Trabajadores. Spanish law, despite its existence many decades ago, did not contemplate telework until 2012 when it modified Article 13, recognising only remote work, the opposite of on-site work (Blog Netelip, 2021)

In 2019 another legislative change was made allowing the worker the possibility to apply to the company to be able to choose to carry out their working day either in person or through teleworking.

Law 3/2018 on the protection of personal data defends the right to digital disconnection. Part of this law is aimed at teleworkers, so that companies take into account the length of the working day so that employees have the right to disconnect from applications and tools linked to their tasks and to the company itself. It also obliges the company to respect employees' rest hours, holiday periods and justified absences, as they have the right not to be connected to the digital means of work with which work communication is established or to the platforms they use to carry out their business activity. The aim is to avoid the prolongation of their working hours and to prevent the consequences such as workaholism. (LAVIER, 2021)

The regulation of telework in Spain was quite insufficient, and it was in the wake of the pandemic that the legislation was tightened up, as most Spanish companies were forced to implement telework. As a consequence, the Ley del trabajo a distancia was approved in Spain on 23 September in Royal Decree-Law 28/2020, which came into force on 13 October 2020.

It distinguishes between telecommuting and teleworking. Telecommuting is the regular performance of the working day from the employee's place of residence. The difference with teleworking is that teleworking requires the use of Information and Communication Technologies (ICT) and can be carried out from different locations, not only from home.

Depending on the location, non-face-to-face forms of telematic work can be performed from 3 types of locations. Any location that has the characteristics of a home, either of the employee or of people familiar with the employee. The second option, recommended for companies that are located at long distances from the workers, is from establishments equipped for teleworking, owned by one or a group of employers. The creation of these centres allows employees to come together in order to work. And the last alternative is itinerant teleworking, where no fixed location is established where the teleworker carries out his/her working day (Wellbeing, 2021)

The regulation considers teleworking as the performance of 30% or more of a worker's weekly working hours for a minimum duration of 3 months. This agreement must be signed under contract and must be a voluntary agreement between the employee and the company.

Under no circumstances can an employee be forced to telework, and refusal to telework cannot be grounds for dismissal. It must also allow the option of returning to the company's facilities if the employee reconsiders the idea of face-to-face work.

If the contract is an internship, training contract or a contract for minors, the teleworking period may not exceed more than half of the established working day, i.e. at least half of the working day must be spent on-site in the company.

This contract is a written agreement between the company and the teleworking employee. It must be kept in the company itself, and a copy must be deposited with both the employment office and the workers' representative.

This will include all the material that the employer will give to the employee to carry out the activity. In addition to establishing the working hours and the duration of the contract, because although the employee has the advantage of flexible working hours, it is mandatory for the employer to keep a record of the hours worked.

The manager gives confidence to the employee by allowing him/her to telework, as he/she will work without being close to his/her supervisor, but teleworking is also linked to privacy. Despite the distance and flexible working hours, the supervisor may monitor the work done by the employee as long as he/she takes into account the data protection law, respecting the privacy and intimate data of teleworkers, otherwise it would be grounds for sanctioning the company.

In addition, the company must keep a record of its timetable both at the beginning and at the end of the daily working day and know the monthly working hours of each of its employees, as it is obliged to keep the timetable for 4 years. You can use digital tools and applications such as an Excel spreadsheet to keep track of them without breaching the law on timekeeping.

## Illustration 15

PLANTILLA DE CONTROL HORARIO														
Fecha	17 Jun		18 Jun		19 Jun		20 Jun		21 Jun		22 Jun		23 Jun	
	Inicia	Termina	Inicia	Termina	Inicia	Termina	Inicia	Termina	Inicia	Termina	Inicia	Termina	Inicia	Termina
Trinidad	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Alfonso	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Marta	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Isabella	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00
Carla	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Carla	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00
Adrian	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Phar	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00	8:00	14:00
Phar	11:00	18:00	11:00	18:00	11:00	18:00	11:00	18:00	11:00	18:00	11:00	18:00	11:00	18:00
Esteban	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00	7:00	14:00

Fuente: Ficha HOY

This law was created on March 8 in 2019, with the aim of allowing workers to work more hours than they are accounted for without being paid for each of them.

In addition, the employer will bear the costs of providing the employee with the necessary equipment for teleworking, but in return the teleworker must make good use of the tools provided. If the employee bears these costs, he/she is entitled to be reimbursed by the company for the amount spent.

Both face-to-face employees and teleworkers will have the same rights, with no distinction in salary or treatment, and this must be supervised by the company so that there is no disagreement between employees and no conflict of interest.

Some of these rights are the right to be informed about movements or changes in the company to which you belong, e.g., if there is a possibility of promotion or a new position arises, you have the right to be informed.

Both those who work on-site and those who work remotely also have the same right to be professionally trained by the company, even if this training is of a different nature and adjusted to the requirements of each employee.

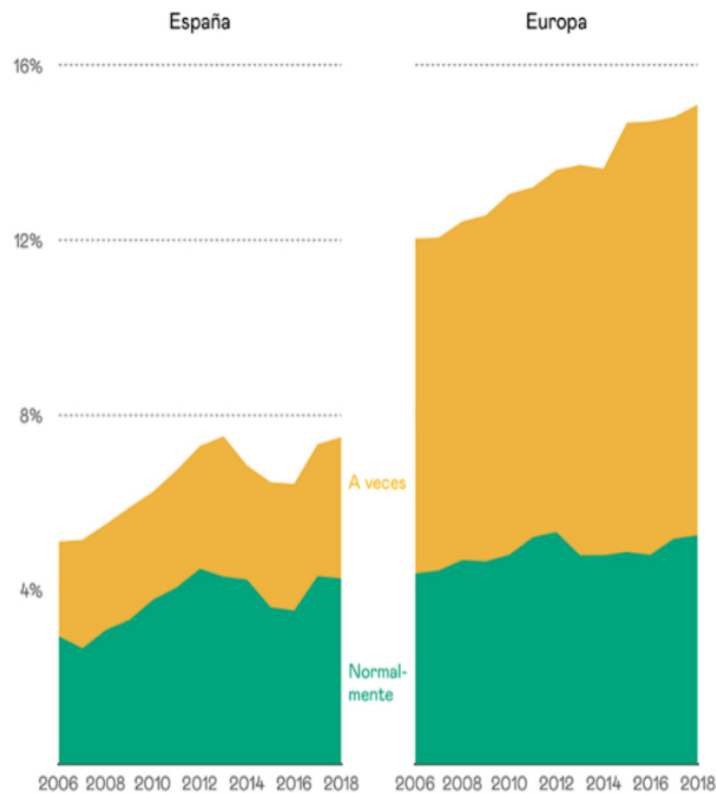
## 6. TERRITORIAL IMPACT

The requirements that a country must meet in order to make the implementation of teleworking viable are mainly that it is developed both economically and, above all, technologically, and that there are regulations governing teleworking in the legislation. The integration of digitalisation is essential, the country must have infrastructures that allow connectivity, use and access to networks, as well as the possibility of acquiring all the necessary resources to implement remote working. The degree to which the country's commerce is up to date, the number of jobs that require technologies for their operation, and the characteristics of the human capital with regard to the adoption of this modality of work also play a role.



## 6.1. Comparison between Spain and Europe

Graph 16. Frequency of teleworking



Source: Sebastián

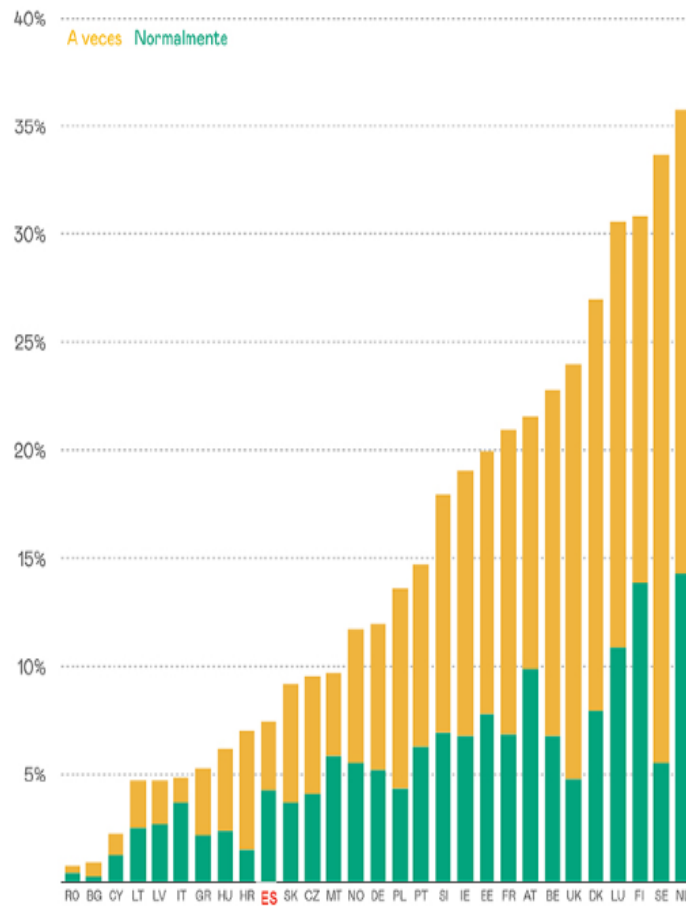
Compared to European countries, Spain has always been in a lower position in the use of telework.

As shown in the graph 6, which represents the growth in the use of telework between Europe and Spain, even over time, in Spain its implementation in 2018 represents 7.5% compared to 15.1% in Europe, where teleworking is much more common (Sebastián, 2020)

One of the differences is due to the number of times a worker teleworks.

In Spain it is much more common to work remotely on a regular basis, whereas in Europe it is the opposite, where the majority of people telework sometimes. Teleworking combined with face-to-face work brings greater benefits than working only remotely.

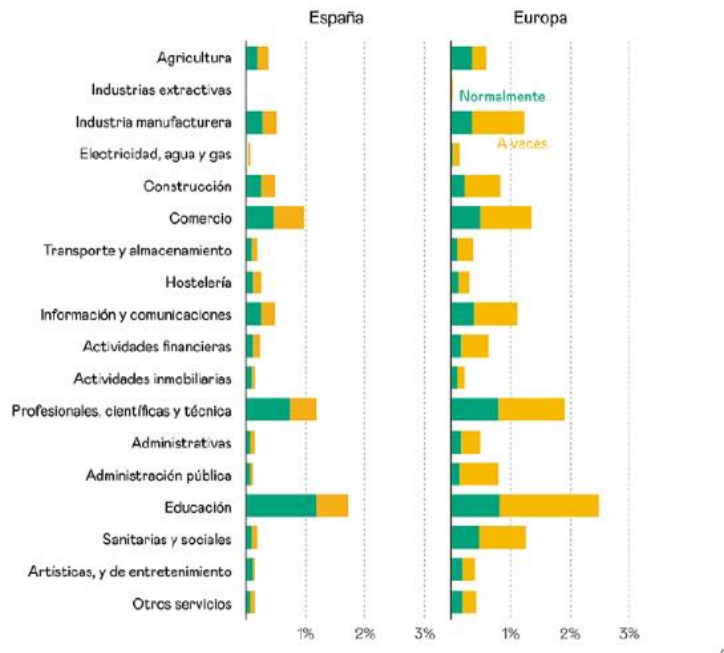
**Graph 17. Permanent and sporadic teleworking by industry in 2018**



Source: Sebastián

Although it is a country that has the right prerequisites for telework, it has always been in a lower position compared to the average of the EU countries. Even when telework was booming as a consequence of the global crisis of COVID 19, as some of the countries like Sweden or Finland already had much more telework before this period. The differences are not due to the infrastructure of the country, but, rather, to the willingness to telework in the type of occupation where teleworking is feasible.

**Graph 18. Permanent and sporadic teleworking by industry**



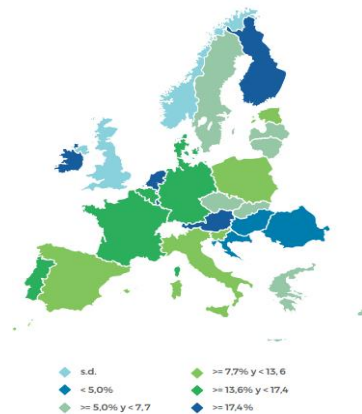
Source: Sebastián

In 2020, the number of teleworkers in Spain was 10.9% compared to 12.3%, the sum total of teleworkers in the European Union (Medinilla, 2021)

**Graph 19 Percentage of employed people working from home in the EU**

País	Año 2020
Finlandia	25,1
Luxemburgo	23,1
Irlanda	21,5
Austria	18,1
Países Bajos	17,8
Bélgica	17,2
Dinamarca	17
Francia	15,7
Malta	14,8
Alemania	14,8
Portugal	13,9
Estonia	12,6
UE 27	12,3
Italia	12,2
<b>España</b>	<b>10,9</b>
Polonia	8,9
Eslovenia	7,4
Suecia	7,3
República Checa	7,2
Grecia	7
Eslovaquia	5,7
Lituania	5,4
Chipre	4,5
Letonia	4,5
Hungría	3,6
Croacia	3,1
Rumania	2,5
Bulgaria	1,2

Fuente: Eurostat



Source: Eurostat / Observatorio Nacional de la Tecnología y la Sociedad

This difference is due to different factors such as the poor regulation of telework in Spain compared to Europe, and the capacity of human capital to telework.

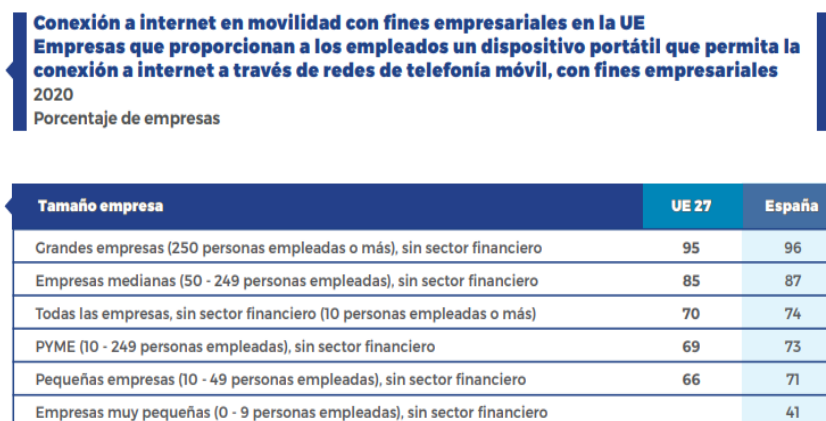
Studies and the academic inequality brought about by teleworking have shown that the majority of people who telework are self-employed or skilled staff.

In 2020, 19% of the self-employed in Spain teleworked, whereas the EU average was 25%. This fact is one of the causes that explains the difference in the use of remote working between Spain and Europe: the willingness to telework (Ortega, 2020)

In the group of salaried employees, those who work full-time on a permanent basis for the company tend to telework less than those on temporary contracts.

In Europe, the larger the company, the higher the rate of teleworking, whereas in Spain the size of the company has no effect on the greater or lesser use of remote working. Although it is true that the tendency to implement teleworking by micro-companies is quite decreasing and Spain is one of the countries with the highest number of companies with less than 10 employees compared to Europe (Barnés, 2021)

### Illustration 20. Companies that provide a laptop to their employees



Source: Eurostat / Observatorio Nacional de la Tecnología y la Sociedad

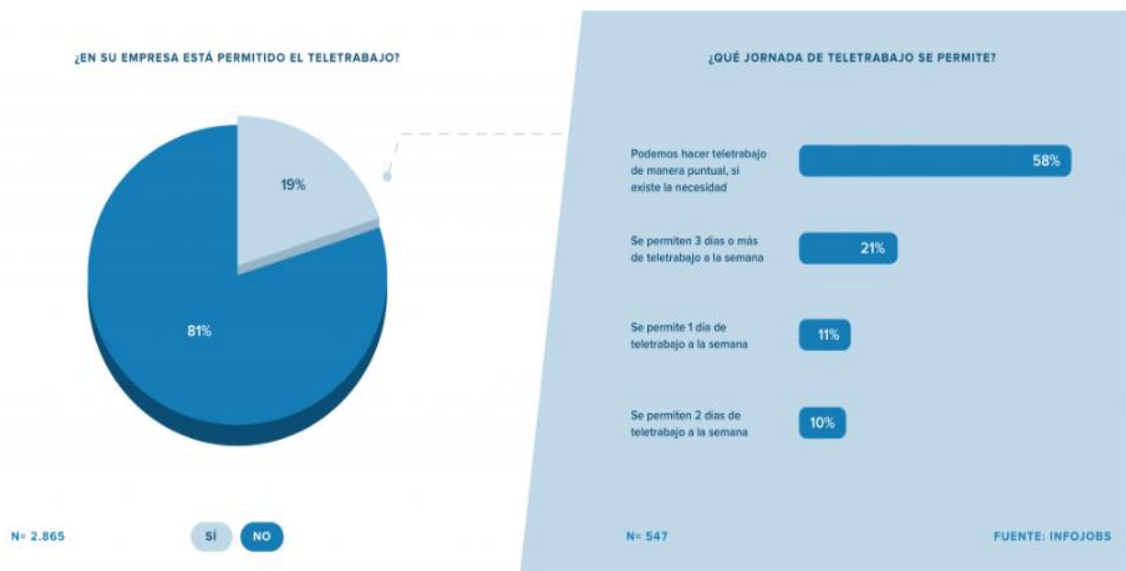
74% of Spanish companies provide their employees with a laptop, the minimum resource to be able to telework from any location outside the company premises, a higher figure than many companies in the European Union.

The problem between the difference in the extent of teleworking may be linked to the ability of citizens in each country to telework, and to employers' views on remote working and the trust placed in employees.

The culture of Spanish business productivity is linked to face-to-face work. Most Spanish companies do not allow their employees to telework.

In 2019, 65.5% of the Spanish population could not choose to telework, and the vast majority of those allowed to telework were only permitted to do so in necessary situations (Rius, 2019)

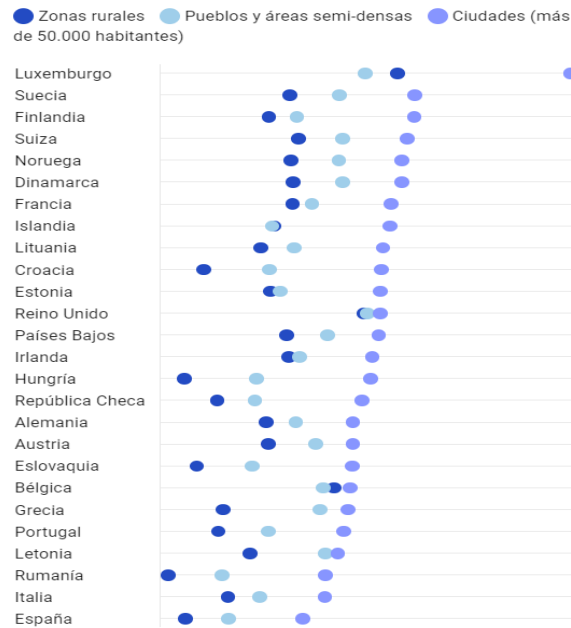
**Illustration 21 teleworking allowed**



Source: INFOJOBS

Spain is the country with the fewest remote working positions in metropolitan areas in the European Union. About 34.96% of jobs are teleworked.

### Illustration 22 Percentage of teleworking capacity by zone



Source: OCDE / Maldita.es

And if there are already few jobs where its implementation is feasible, in jobs where remote working is possible, the potential of teleworking is not exploited. In 2019, the majority of Spanish managers could telework, only 12.9% did so.

### Illustration 23 Employed population with the possibility of teleworking in 2019



Source: Instituto Valenciano de Investigaciones Economicas / Cinco Días

## 6.2. Opportunity for rural depopulation

Within Spanish territory, teleworking has provided a solution to rural depopulation, one of the most worrying causes of depopulation in Spain.

The fact that people from rural areas migrate to cities is very common. The population in rural areas has decreased by 7.1% whereas in cities it has increased by 2.1%. Most of the citizens live in the autonomous communities where the number of occupations and the remuneration of the working day is higher. In 2020, the employment rate in rural areas was 44.5% whereas in cities it was 48.5%. Therefore, the variability at the territorial level in Spain is quite considerable, with Madrid, Catalonia and Asturias standing out above all (Ministerio de agricultura, pesca y alimentación, 2021).

**Illustration 24. Telework indicators by Autonomous Communities**

**Indicadores sobre teletrabajo por CCAA**  
**Días trabajados en el domicilio particular**  
 Más de la mitad de los días que trabajó

COMUNIDAD AUTÓNOMA	2020			2021
	T2	T3	T4	T1
Andalucía	13,3	7,4	7,1	7,9
Aragón	12,6	6,1	6,9	6
Asturias	15,9	10,5	9,7	11,2
Baleares	14,6	8,2	10	8,9
Canarias	9,6	6	6,1	7,5
Cantabria	12,4	6	5,5	6,2
Castilla - La Mancha	12,1	7	6,9	6,8
Castilla y León	12,9	7,1	6,8	8
Cataluña	18,5	13	14,3	15,2
Ceuta	9,5	3,4	7,9	7,1
Comunidad de Madrid	26,6	20,1	18,9	21,6
Comunidad Foral de Navarra	12,5	7,1	5,1	5
Comunidad Valenciana	15,2	7,7	6,4	8,3
<b>España</b>	<b>16,2</b>	<b>10,3</b>	<b>9,9</b>	<b>11,2</b>
Extremadura	12,4	6,6	5,1	6,2
Galicia	13,8	7,9	6,5	7,7
La Rioja	10,9	6,2	5,4	7,6
Melilla	13,7	8,3	6,6	6,2
País Vasco	12,6	7,6	5,4	6,8
Región de Murcia	10,6	6,3	6,2	5,5

Source: Observatorio Nacional de la Tecnología y la Sociedad (2021)

In 2021 the positions of the Autonomous Communities with the highest percentage of people who have teleworked most working days remain the same, with Madrid as the leading Autonomous Community by far.

Illustration 25



Source: Oservatorio Nacional de la Tecnología y la Sociedad

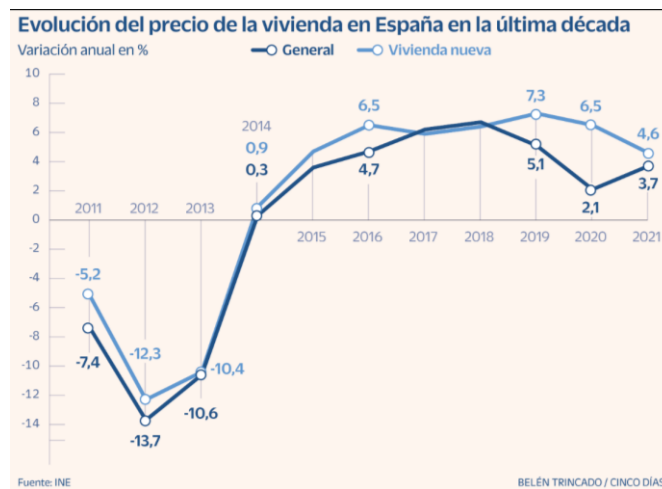
In Spain, 4000 munities have reduced their population and one of the main reasons for this is that cities are more developed and offer more employment opportunities (Correas, 2017).

Teleworking is an opportunity to solve these territorial inequalities because it allows teleworking at a distance, living in cities is no longer a prerequisite to keep a job.

### 6.3 Repercussions in the real state

Teleworking has also had a major impact on the real estate sector, putting pressure on the housing market.

Illustration 26. Evolution of housing prices in Spain over the last decade



Source: Belen Trincado / Cinco Días



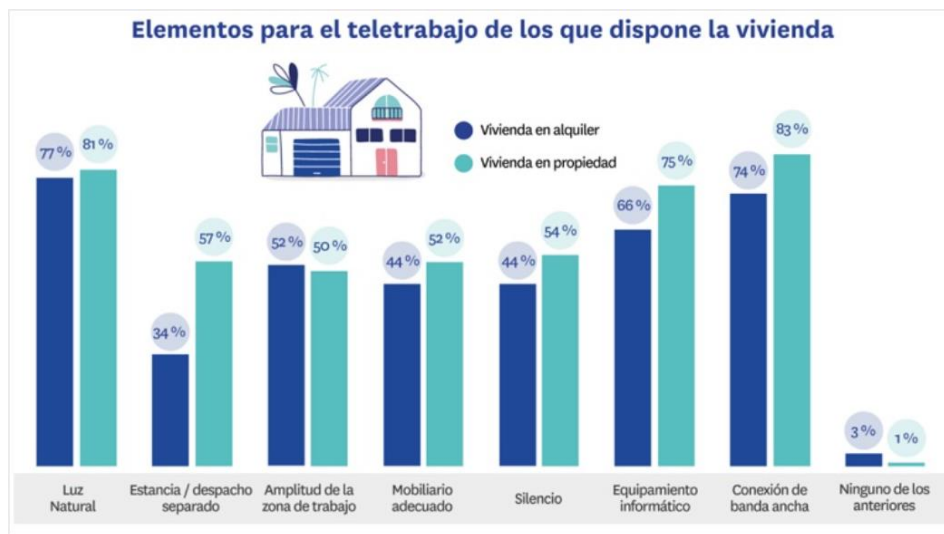
Remote working requires an exclusive space with the necessary resources for its use within the teleworker's habitat in order to be able to separate work from personal life, and to prevent teleworking from having a negative influence on the physical and mental health of the person.

This meant that from 2020 to 2021 the demand for larger homes increased, as will the price as more space is needed to contain the office or teleworking area.

The consequences of not having an exclusive room for teleworking have a negative impact on an individual's well-being and performance.

In 2020, of the 74% of teleworkers with their own home, 57% had a home to work from according to a study by the blog fotocasa.

**Illustration 27. Evolution of housing prices in Spain over the last decade**



Source: Blog fotocasa

Teleworking has led many employers to opt for a hybrid system combining face-to-face and remote working.

The reduction in staff numbers with the option of being able to work from another location for more than half of the days of the working week is leading companies to opt for shared spaces rather than renting their own office space in order to save on costs as it is not necessary to maintain a dedicated office if the majority of staff are absent.

**Illustration 28. Evolution of rental prices in Spain**



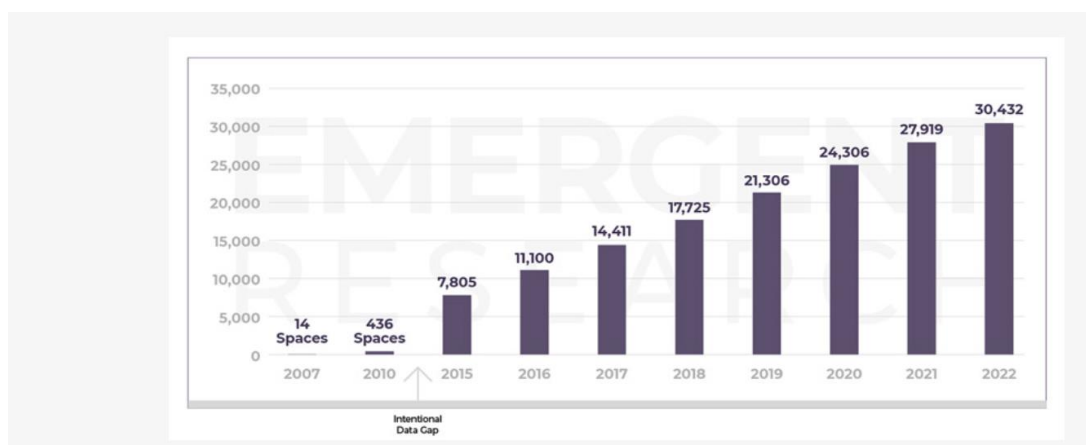
Source: idealista.com / Statista

As a result, rental prices and demand for office space have fallen.

Although it may seem a threat to the real estate sector, it is still profitable, as the profit obtained from the purchase of an entity and its subsequent leasing represents 11.4% profit for the lessor in Spain (Rodríguez, 2021)

The replacement of offices has increased the number of coworkings, which are spaces shared by several companies, SMEs or freelancers who carry out their activities independently but sharing the same workplace.

**Illustration 29. Evolution of coworking**



Source: The Shed Coworking

Another advantage for the real estate sector is the increase in the number of foreign tenants. The possibility of being able to work remotely allows teleworking from anywhere

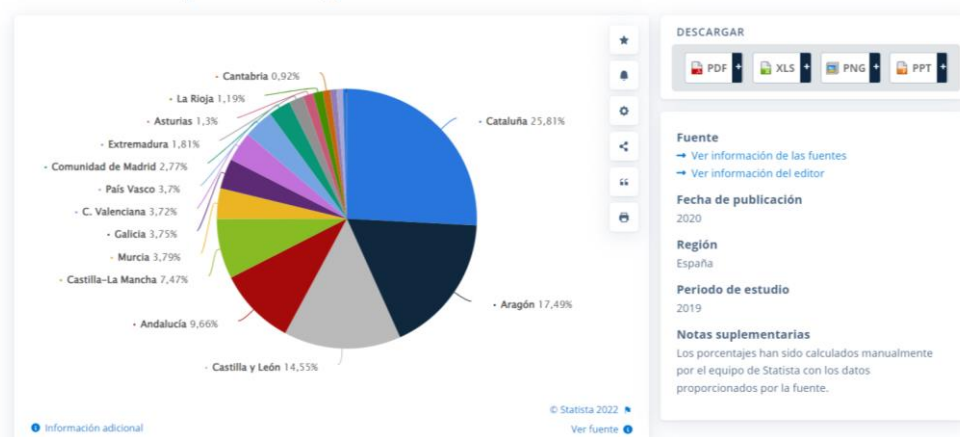
outside their own country, increasing the demand from foreigners who intend to live or enjoy tourism during their holiday stay in Spain. In 2021, the Canary Islands attracted 46,224 teleworkers in one year (COPE, 2022)

## 7. ECOLOGICAL IMPACT

Pollution and climate change are currently the most frequently cited terms for environmental problems. Teleworking can reduce both of these problems. The rate of pollution in Spain is good compared to most countries in the world, but despite this, the figures are still worrying.

Pollution and climate change are currently the most frequently cited terms for environmental problems. Teleworking can reduce both of these problems. The rate of pollution in Spain is good compared to most countries in the world, but despite this, the figures are still worrying.

**Illustration 30. Percentage of pollutant emissions to the atmosphere in Spain 2019**



Source: Statista

In 2019 according to the World Health Organisation (WHO) 88% of Spaniards breathe in polluted air above the established levels. One of the main causes of this is traffic (González, 2020)

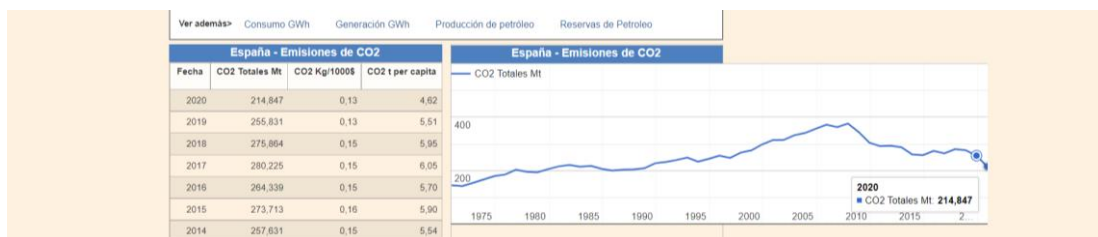
Illustration 31



Source: Alberto de la Torre Reyes

Teleworking allows teleworking from home, avoiding commuting. According to ADEME, in 2020, commuting to the workplace decreased by 65%, thereby reducing 271 kg of CO<sub>2</sub>, as can be seen in the graph below, reducing carbon dioxide emissions between 2019 and 2020. In addition, air pollution causes deadly respiratory diseases that are very harmful to both humans and living organisms, and results in high health care costs for health care facilities.

Illustration 32. CO<sub>2</sub> emissions fall in Spain

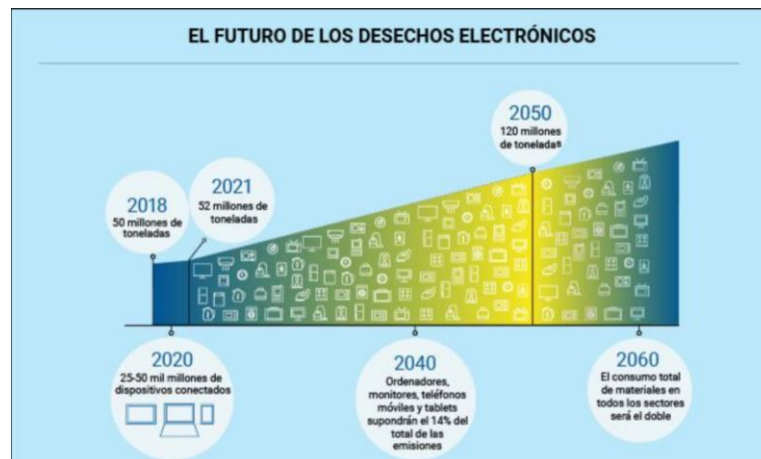


Source: datasmacro.com

The fact that people telework reduces the use of paper, which is replaced by digital tools that allow the creation of digital documents. In addition, the storage of paper in offices increases the space inside the company, so teleworking makes it possible to reduce the size of offices, thus contributing to the reduction of urban land occupation.

On the other hand, teleworking goes hand in hand with ICT and requires computing devices, including computers, to be able to carry out the activity. Therefore, the new way of working is boosting the acquisition of electronic resources. Last year, in 2021, there was a boom in the number of computers, of which a total of 342 million were sold (Jiménez, 2022). Compared to the figures of recent years, sales are steadily increasing and may even double in the not too distant future.

### Illustration 33. The future of electronic waste



Source: ReciRae

The downside comes in the percentage that is recycled in relation to the pollution produced by this waste. In 2018, out of 50 million tonnes generated, only 20% is recycled (del Castillo, 2019). The rest becomes a serious inconvenience for health and global pollution. It is not only the waste generated when they become obsolete that is polluting, but also the pollution produced by their use.

Energy consumption is also increased by teleworking. In particular heating, air conditioning, and lighting. On the one hand, it reduces energy pollution, but on the other hand, it increases domestic energy pollution. It is more efficient to heat an office than each employee's home.

But despite the negative data above, there are studies that claim that teleworking reduces pollutant emissions and the speed at which climate change is developing. According to foundation more family in collaboration with the government of Spain, greenhouse gases would be reduced by approximately 3 million tonnes less if 20% of employees in various companies teleworked.

If telework is maintained, pollution will increase, but to a lesser extent than if it did not exist.

This can be seen from the fact that the duration of one hour of video conferencing costs 150 to 1000 grams of carbon dioxide, whereas a car generates 8887 grams of CO<sub>2</sub> for every four litres of fuel. If employees had to travel to the workplace by car, the carbon footprint pollution would be higher than if they were to stay at home or anywhere else to telework (Herranz, 2021)

## 8. IMPACT OF TELEWORK ON SOCIETY

Teleworking is a modification in the traditional way people work, it is a matter of awareness, self-control, establishing the habit, and adapting to change. A teleworker has to have or reinforce the skills required to be able to be more adaptable to new technologies and to the psychological or psychosocial situations involved in their use.

### 8.1 Benefits and drawbacks from the employee's point of view

#### 8.1.1 Drawbacks

The degree of satisfaction and wellbeing that this modality can bring will depend on the traits that characterise this type of person. It is essential that they are independent workers with a desire to work so that they can carry out their work autonomously without the need for supervision, as well as having a high level of emotional self-control to be able to manage their emotions and know how to separate conflicts in their personal lives from those in the workplace.

But not all people respond in the same way to certain situations; the causes of whether a person responds positively or negatively to telework will depend on the characteristics of the job, the identity or character of the teleworker, and the type of life they lead.

#### Illustration 34. Telework indicators in Spain

**Indicadores sobre teletrabajo en España**  
**Días trabajados en el domicilio particular**  
 Más de la mitad de los días que trabajó - Porcentajes

SEXO / EDAD	2020			2021
	T2	T3	T4	T1
<b>AMBOS SEXOS</b>				
De 16 a 24 años	8,6	3,9	5,7	6,7
De 25 a 34 años	15,9	10,6	9,9	12,1
De 35 a 44 años	17,4	11,4	11,1	12
De 45 a 54 años	16,8	10,6	9,9	11,2
55 y más años	15,5	9,5	9,4	10,2
Total	16,2	10,3	9,9	11,2
<b>HOMBRES</b>				
De 16 a 24 años	8,4	3,7	5,4	6,5
De 25 a 34 años	14,1	10,5	9,8	11,5
De 35 a 44 años	14,1	9,9	10,3	10,9
De 45 a 54 años	14,7	9,7	8,8	9,6
55 y más años	14,7	9,1	8,9	10,6
Total	14,1	9,5	9,3	10,4
<b>MUJERES</b>				
De 16 a 24 años	9	4,1	6,2	7
De 25 a 34 años	17,9	10,8	10	12,6
De 35 a 44 años	21,3	13,2	12	13,2
De 45 a 54 años	19,3	11,7	11,2	13
55 y más años	16,6	10	10,1	9,7
Total	18,7	11,3	10,8	12,1

Fuente: INE

Source: INE / Observatorio Nacional de la Tecnología y la Sociedad

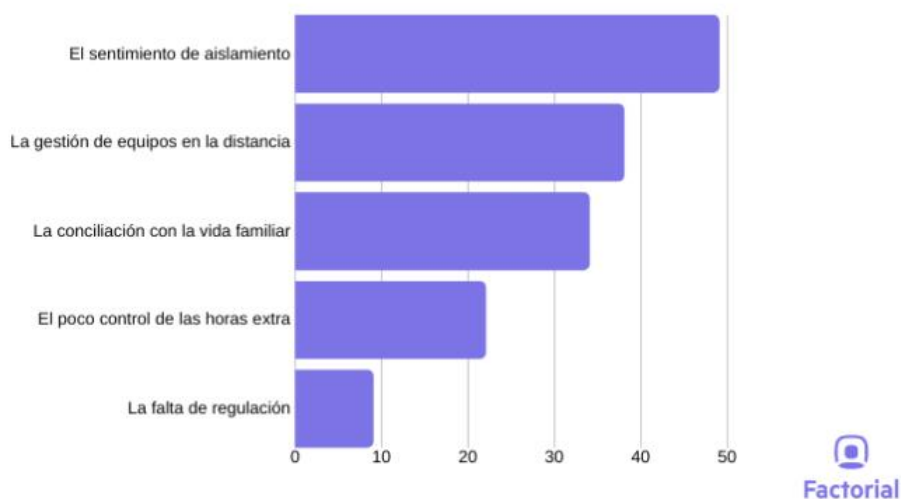
In Spain, depending on gender, more women than men telework. It is possible that gender inequality is due to the traditional values of the past in which women were responsible for maintaining the household and caring for children or disabled dependants.

Hence, family and domestic burdens may influence the preference for teleworking as it allows for a better balance between work and personal life through the reconciliation of both, reducing nervousness, anxiety or stress by allowing the teleworker to opt for a flexible timetable which facilitates organisation, generating a feeling of well-being and independence.

The disadvantages of working remotely create great difficulties for people who do not possess the necessary qualities to be able to telework, affecting both their psychological and mental level, negatively influencing performance. It can lead to mental instability and loneliness due to the absence of colleagues. This second factor is the worst consequence, despite the multitude of applications that exist to facilitate remote communication, many people need the direct contact and socialisation that face-to-face work allows.

**Illustration 35. The worst thing about teleworking**

### ¿Qué crees que es lo peor del teletrabajo?

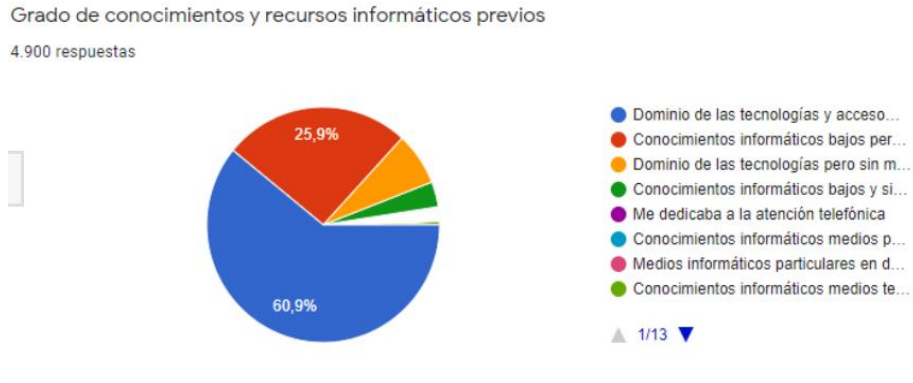


Source: Factorial Blog / Marina Camacho

One of the indispensable requirements to make use of this modality is the knowledge of the use of new technologies. The following survey shows that 60.9% of people would not

have any difficulty in using technology because they had mastered computer skills, whereas 25.9% had had difficulties in carrying out their tasks exclusively with the computer and would have had to obtain prior training and reinforcement.

**Graph 36. Computer skills and resources**



Source: Junta de Andalucía

Many companies now only consider in the selection process those candidates who are knowledgeable about technology and know how to use it appropriately. But technologies are innovating and developing very quickly, making employees' knowledge obsolete and requiring constant training in order to be able to adapt to the changes brought about by digitalisation and to be able to keep up to date. On the other hand, teleworking requires technological resources such as computers, which in most cases contributes to increased costs for the teleworker.

**Graph 37. Workers with their own computer or a computer provided by the Administration**



Source: Junta de Andalucía



Excessive use of this mode can also lead to workaholism and extend the working day without accounting for overtime and making it difficult to disconnect from work. By having total availability of work tools, a study by InfoJobs in 2021 states that 82% of teleworkers who finished their working day continued to respond to emails and to deal with customers by telephone.

It also generates addiction to the use of networks and technological devices.

In 2021, the Instituto Nacional de Estadística (INE, 2021) conducted a survey of approximately 16 million Spanish households, in which it compared the annual increase in internet and mobile devices. 99.2% have made use of mobile phones in 3 months, and 85.8% use the internet every day, figures that have increased since 2020.

**Table 38. Frequency of Internet use by people between 16 and 74 years of age in 2021**

**Frecuencia de uso de Internet por las personas de 16 a 74 años. Año 2021**  
Porcentajes de población de 16 a 74 años

	Últimos 12 meses	Últimos tres meses	Semanalmente	A diario	Varias veces al día
Año 2021	94,5	93,9	91,8	85,8	82,7
Año 2020	93,5	93,2	91,3	83,1	81,0

**Usuarios TIC por sexo y grupos de edad. Año 2021**

Porcentajes de población de 16 a 74 años

	Usuarios de Internet en los tres últimos meses	Usuarios diarios de Internet (al menos 5 días a la semana)	Personas que han comprado por Internet en los tres últimos meses
<b>TOTAL</b>	93,9	85,8	55,2
<b>Por sexo</b>			
Hombres	93,9	85,1	55,7
Mujeres	93,9	86,5	54,8
<b>Por edad</b>			
De 16 a 24 años	99,7	96,9	64,6
De 25 a 34 años	99,3	95,9	74,3
De 35 a 44 años	98,4	94,1	68,7
De 45 a 54 años	98,0	89,6	58,3
De 55 a 64 años	91,0	78,5	39,1
De 65 a 74 años	73,3	56,3	23,0

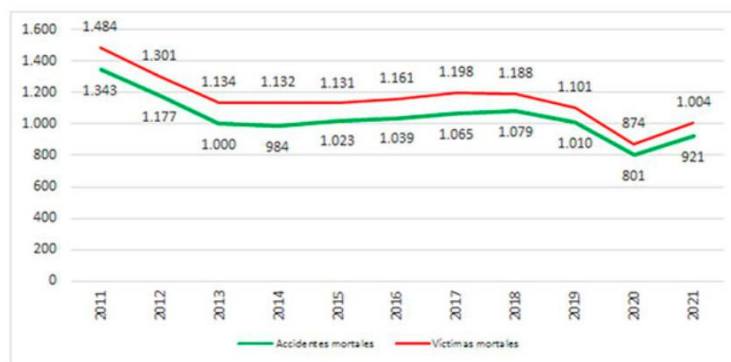
Source: INE

### 8.1.2. Benefits

Teleworking is very useful for saving time because it allows for uninterrupted working hours, as well as providing advantages in economic aspects such as savings in maintenance and fuel costs by reducing the need to travel to the office, or the extra cost of food during breaks in the working day.

According to Michael Page, the average commute time to work in Spain is 36 minutes. This figure may increase or decrease depending on the autonomous community where the worker is located. In Madrid, for instance, public transport is two hours a day. If the time spent commuting to the office is spent performing work tasks, productivity increases by 11% (Grupo DKV, 2020). On the other hand, the reduction of traffic on the roads also means a lower incidence of car accidents.

**Graph 39. Fatal accidents and fatalities at 24h on interurban roads 2011-2021**



Source: La Moncloa

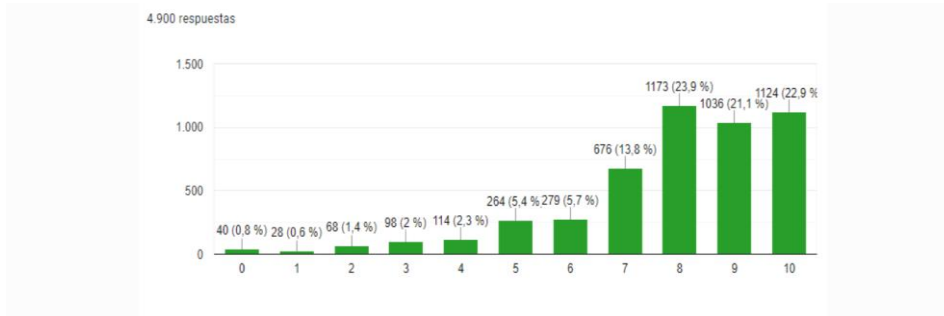
2020 was the year when most Spanish teleworkers were teleworking, a fact that significantly influences the best year with the lowest number of fatal road accidents. Although in 2021 the number of fatalities tends to increase a little in the same way as the presence of employees in business establishments, but it is still lower than in other years where the number of teleworkers was less than 5%. (Camacho, 2021)

It also favours the relationship between the company and the worker. The teleworker feels more like a member of the company as the employer places its trust in him/her to be able to work.

### 8.1.3. Evaluation of telework

A study was carried out with the participation of 4900 employees of the Junta de Andalucía who had teleworked during their confinement, to find out the degree of satisfaction from 1 to 10 that they had towards this modality of work.

**Graph 40. Degree of satisfaction with the work done from home so far**



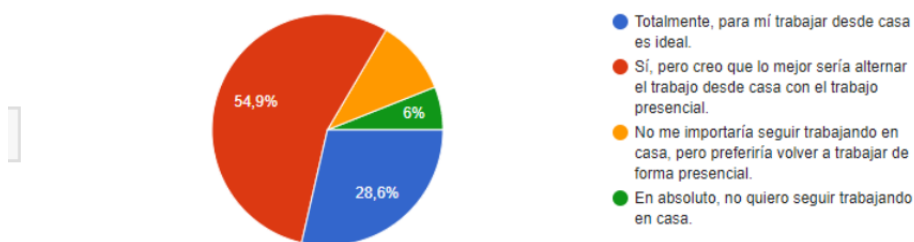
Source: Junta de Andalucía

The majority of respondents had a positive experience, valuing the advantages rather than the disadvantages of teleworking. Although the level of satisfaction was quite high, a large proportion of respondents would not wish to continue teleworking solely from home, but would opt for a hybrid model combining part of the working week, teleworking and face-to-face work in the company.

**Illustration 41. Willingness to continue working from home after confinement.**

¿Estarías dispuesto/a a seguir trabajando desde casa tras el desconfiamento?

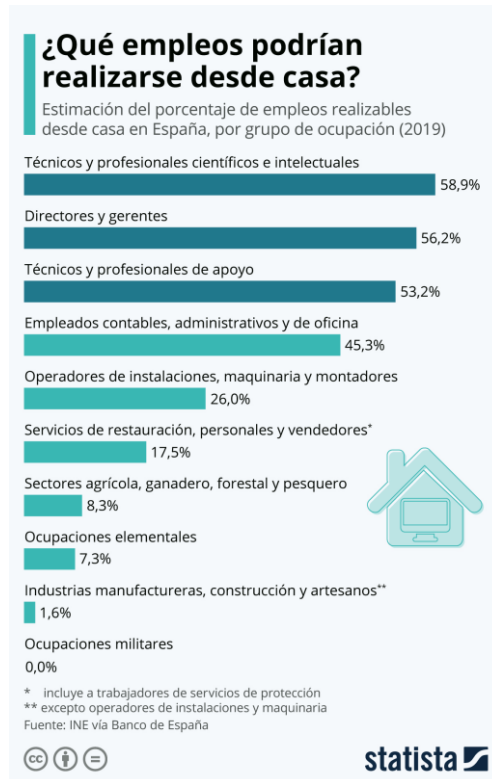
4.893 respuestas



Source: Junta de Andalucía

## 8.2. Remuneration of telework

Illustration 42. Jobs that can be performed from home



Source: INE via Banco de España / Statista / Monica Mena Roa

The majority of teleworkers are highly educated or qualified. According to Redacción Nius more than half of the number of teleworkers in Spain have a university education. Whereas 25% have a bachelor's degree, and 16.7% have less than a bachelor's degree (García Baena, 2020). The possibility of being able to access teleworking employment increases with the level of education.

Teleworkers receive the same rights as face-to-face employees, but teleworkers' pay can be increased by the monetary incentives and the emotional pay it provides.

The type of remuneration depends on many factors such as the country's regulations governing workers and company policy, but teleworking can save between two and four thousand euros per year for the person who performs it, as it could be seen as an increase in income (Amat, 2021).

It also provides non-monetary incentives such as the satisfaction and wellbeing that emotional pay provides, allowing the flexibility of being able to carry out the work activity with complete autonomy or the possibility of establishing the start of the working day in line with personal tasks outside the company environment.

This type of incentive is much more highly valued than the salary itself when looking for and selecting a job. It is a question of prioritising, 6 out of 10 employees opt for a lower salary but a better quality of life (Lozano, 2020) According to a study by Cinco Días in February 2021, 25% of employees would even give up their teleworking position if teleworking was abolished in the company and they would be deprived of co-responsibility.

### **8.3. Guidance for teleworking**

The conditions of teleworkers cause physical, visual, and mental fatigue due to incorrect seating positions and excessive hours spent in front of screens, causing discomfort. Therefore, when teleworking, it is advisable to put into practice a series of tips and recommendations that should be provided to employees for a good use of this method of work in order to avoid the problems that can cause them in their well-being, contributing at the same time to the increase of their productivity.

**Ilustración 43**



Source: Iberdrola

Inside the teleworker's home, the place chosen in the house for teleworking should be unique so that the user associates it as a place of work when he/she is there.

It is recommended that it is away from noise, and that it should be kept tidy and clean. To increase the user's comfort during the working day, the design should be to the user's liking, thus favouring creativity. In addition, it should be spacious, so that the material can be placed on the worktop and at the same time it should be roomy.

Likewise, the room should be aired frequently and, depending on the season, the temperature should be kept between 20 and 24 degrees in winter and between 23 and 26 degrees in summer.

Lighting is essential to reduce eyestrain. Daylight should be used, which is the most recommended, or in the absence of daylight, white light.

Regarding the seat, the position should be 90° in an adjustable chair that allows the seat to be adjusted to the body shape to prevent problems caused by improper body posture.

One of the factors that seriously affects the teleworker's activity, causing sedentary habits, is teleworking, reducing physical and mental activity. It is essential to organise the day, establishing the number of tasks and establishing a series of habits at the time of performance to avoid extending the working day and avoid demotivation.

It is advisable to wear normal comfortable clothes, and to avoid overloading, to take 10-minute breaks every hour, avoiding the use of or fixation of the eyes on screens, and to reverse the short break to walk looking straight ahead.

## **9. BUSINESS IMPLEMENTATION**

### **9.1. Frequency of remote working in companies**

Telework is a very limited entry point for certain sectors. Telework is not possible or not useful for certain companies. It is considered that one of the factors that can really affect its adoption is the activity or sector in which the company is engaged and the degree of use of technologies.

Companies in construction, hospitality, agriculture, transport, industry, cleaning, catering and tourism have much more difficulties in using telework and it would not be a choice, as they do not require technologies to provide their services, but rather the labour and efforts of employees.

This is in contrast to companies in the accounting, financial or technology sectors where the characteristics of the tasks are compatible with technologies and teleworking.

#### **Illustration 44. Volume of telework by occupation**

Ocupación	Profesionales que podrían teletrabajar	% respecto al total de teletrabajo	% respecto al total de su ocupación
Técnicos y profesionales científicos e intelectuales	2.194.295	49,0%	59,9%
Empleados contables, administrativos y otros empleados de oficina	890.927	20,2%	43,6%
Directores y gerentes	781.300	17,7%	100%
Técnicos y profesionales de apoyo	472.903	10,7%	22,3%
Trabajadores de industrias manufactureras y la construcción	65.014	1,5%	3%
Servicios de restauración, personales, protección y vendedores	-	0%	0%
Sector agrícola, ganadero, forestal y pesquero	-	0%	0%
Operadores de instalaciones y maquinaria, y montadores	-	0%	0%
Ocupaciones elementales	-	0%	0%
Ocupaciones militares	-	0%	0%
Total	4.405.319		

Source: Ranstad

According to the Banco de España, by 2020 approximately 80% of Spanish companies will adopt telework very quickly.

This high figure occurred as a consequence of confinement. Once the pandemic phase was over, the implementation of teleworking was no longer necessary for the continuation and survival of the business, so face-to-face work was reduced in 2021 to 50% of companies that did decide to maintain it.

In general, the use of teleworking in companies increases depending on the size of the company, i.e. the larger the business, the higher the percentage of teleworking. 85.5% of companies with more than 250 employees made use of remote working, 72% had between 50 and 249 employees, and 46% had between 10 and 49 employees (Galindo, 2021)

The larger the company, the greater the presence of technologies to facilitate the operation of the company and to achieve greater effectiveness and efficiency, so the possibilities for teleworking are greater.

In order to reorganise the functioning of the company and implement telework, it is necessary to assess the degree to which technologies are present in the workplace, and that the presence of employees both internally and in external relations with stakeholders does not influence business results. The implementation of telework implies a change in the organisational and cultural system of organisations.

## **9.2. Benefits and drawbacks from the employers' point of view.**

### **9.2.1. Benefits**

The possibility of employees being able to perform their tasks telematically widens the margins of the selection processes as it allows a telematic sift to be made in search of suitable personnel with the skills and abilities required by the company for the job,

making it possible to recruit talented candidates who are located in different cities or countries, at great distances. It is necessary for the company to have a responsible and autonomous professional team with the capacity to telework.

There are many advantages to working remotely, as it reduces the number of on-site workers, the amount of office space and the variable costs of the establishment, such as electricity, water and gas. In addition to the savings in fuel and per diems involved in employee commuting. According to La Vanguardia, a company whose organisational system is based on teleworking can save between 1,000 and 5,000 euros per teleworker over the course of a year.

Telework also implies a change in employee management and strategic implementation. The corporate culture should encourage flexibility and employee participation, providing some autonomy for employees to telework in a self-sufficient way, thus increasing their sense of belonging in the company and improving their job performance.

It also enhances the company's image by digitising its processes, and it is a great opportunity for the business to expand more quickly through online commerce. Moreover, teleworking has led to a 7.5% growth in online sales (González, 2021).

### **9.2.2. Drawbacks**

A good working environment is necessary for the proper functioning of the business. Teleworking makes it difficult for most employers to keep track of their employees and to keep track of the hours teleworked. For this reason, although there are platforms such as Excel, Drive and Skype that facilitate time recording, the best option for visualising the results and the work carried out by each employee in the company is to manage the objectives of their employees rather than the length of the working day.

## **9.3 Cybersecurity**

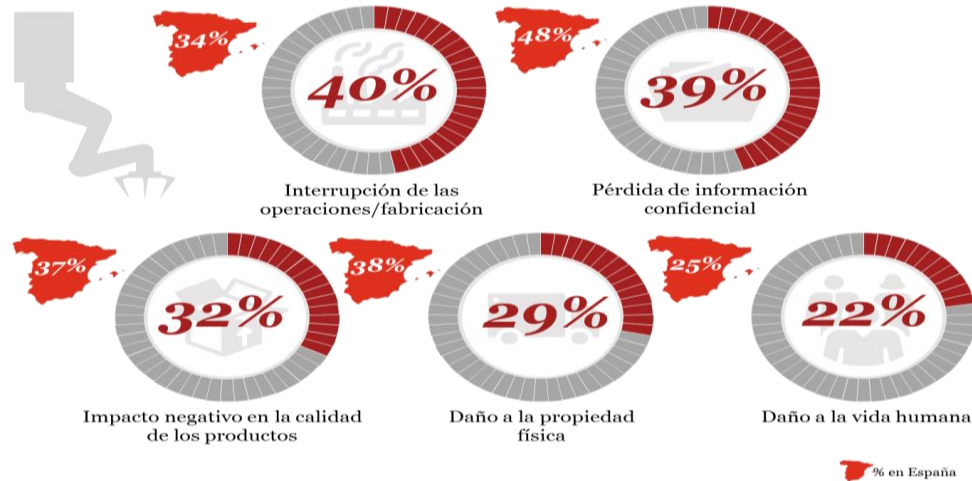
The fact that it operates through technologies and telecommunications can cause problems for the privacy and security of information in files circulating through the network, which can be damaged by cyber attacks.

The number of attacks since 2020 has increased by 238% (HP,2020).



In addition, the risk of being attacked is multiplied as information can be accessed through intrusion of teleworkers or company computers.

**Illustration 45. Impacts of cyber-attacks**



Source: PricewaterhouseCoopers

In Spain, 49% of managers say that they have a low level of security protection in their company.

The loss or theft of information is increasingly threatened by the environment. With the digital transformation, attacks are becoming increasingly serious and complex to diagnose and can cause great damage to the organisation.

The most common cyber-attacks on companies are various and have different characteristics.

Malware is the general name given to any type of software or virus that infiltrates inside computers and can take complete control of them and access any file or information they contain.

Ransomware paralyses the information in the computer's files and demands financial compensation in order to regain access to them.

Viruses are placed inside files or emails that are sent to computers, and once inside the computer, spread and damage software, hardware or data files. They require human intervention.

Worms have a similar definition to viruses, but they spread massively and do not require user intervention.

Trojans are computer programs disguised as software that cause damage to the computer when users download them, but they are not transferred between computers, they only attack the computer that has executed their download.

Phishing is misleading emails or web pages that ask for personal data such as bank accounts or passwords in order to obtain them.

Rooktip gives the attacker access to the inside of the computer in a hidden way. Adware is the repeated display of advertisements which, even if the user closes them, are displayed again and continually interrupt the user's computer (Grupo ICA, 2020).

Companies must take into account the security of information systems because technologies can easily fall prey to fraud, theft, destruction or modification of information.

It is necessary the existence of a department focused on the management of technologies that is responsible for the protection and security of information, or the contracting of third parties that provide services focused on cybersecurity through the necessary tools and bases to face the technological challenges with the objective of safeguarding the organisation's information from attacks spread through the network.

#### **9.4 Functioning of teleworking as an hybrid system: the case of DECLARANDO ASESORES 3.0 SL**

In 2016, one of the companies that teleworked was DECLARANDO ASESORES 3.0 SL, which was created at the end of the year. It is an online consultancy belonging to the tertiary economic sector whose operation is based on the hybrid system.

It is made up of 3 medium-sized companies, with headquarters in Castellón, Madrid and Valencia. It has a total of 70 employees from different locations in Spain. All the information described above comes from the office located in Castellón.

Its operation is based on teleworking and e-commerce. All work is carried out by employees using a computer and a mobile phone; the only resources necessary to carry out their activity. Teleworking was introduced shortly after the creation of the company in order to optimise time and benefit from increased productivity. The shift from face-to-face to remote work led to a significant increase in performance and profitability.

It currently uses a hybrid system in which, depending on the preferences or performance capabilities of the employees, they have the option of teleworking and being able to

attend the company to which they belong in person. Others only telework because they live in other autonomous communities that are located at great distances from the workplace.

Its function is to provide tax services to freelancers. It is dedicated to carrying out commercial collaborations with consultancy firms or consultancies dedicated to tax advice for the self-employed, marketing the brand's exclusive software. The purpose of the programme is to deduct tax expenses so that the client can keep their own accounts without the need for academic training in the accounting and tax field, making the self-employed a truly self-employed or independent worker who does not have to depend on a third party, as would be the case with a traditional manager. This type of platform favours daily learning and being self-taught.

There are two types of business model, B2C (business-to-Consumer) where the sale is aimed at consultancies and management companies so that they can carry out the accounting for the self-employed, and B2B (business-to-Business) in which the sale is made directly to the self-employed.

In order to get potential customers, it uses technological tools such as the Sales navigator, Salesforce and LinkedIn for prospecting, and accesses his target audience in order to attract and create customers.

Contact with customers for product presentation and marketing is via the Internet through demos with Google meet, Zoom or via telephone, with online payment.

The transaction is done via a payment gateway from Castellón called PaynoPain, which is protected under data protection law. It allows linking the bank account with which the self-employed person works in order to automate the filing of tax obligations and waste as little time as possible in the management.

Declarando Asesores 3.0 SL takes special account of the security of computer information that only authorised persons have access to, being restricted to external users.

The main tools used by DECLARANDO ASESORES 3.0 SL. to develop the activity through remote work will be explained below.

The information in the database of DECLARANDO ASESORES 3.0 SL. is based on Salesforce, an internal CRM where the information of all the clients of the company is stored, from their registration on the platform until they are deregistered. It shows the

type of contract the user has, the activity and location, and in general all the customer's personal data. It is the fundamental tool used by most of the employees to be able to work, carry out tasks, check the data of each client and make calls, which is why IT security is key. In fact, the start-up hired a company specialising in simulating cyber-attacks to test the software's resilience. The test was carried out by attacking the platform through 20 hacks, where the results were positive, preventing access to any threat from the network being a very powerful and secure company.

The type of remuneration is based on the achievement of targets rather than on the length of the working day. Once 70% of the set targets have been achieved, employees receive, in addition to the fixed salary, monetary incentives such as commissions to help motivate them. Salesforce is also used to analyse business productivity and measure individual employee performance. It makes it easier to account for the monthly income that each employee will receive, solving one of the major drawbacks that employers face with remote work, namely the daily control and evaluation of staff, helping to detect possible deviations.

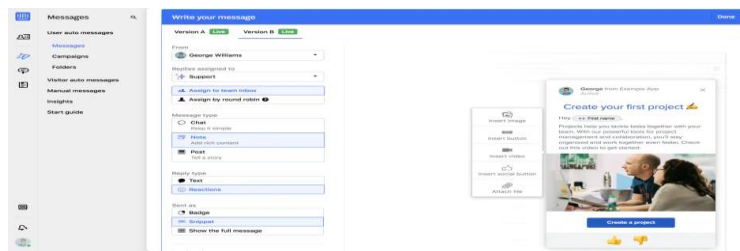
**Illustration 46**



Source: Salesforce

Intercom is used for business relations between customers and employees. Intercom is an external company that markets its platform as the basis for external communication. It also offers a high level of protection and confidentiality of chat conversations.

Illustration 47



Source: Intercom

In the recruitment process, one of the requirements for the selection of the first interview is that the candidate has technological knowledge as well as having had experience with the management of digital technologies and tools. This fact is one of the disadvantages mentioned in previous sections: the academic inequality.

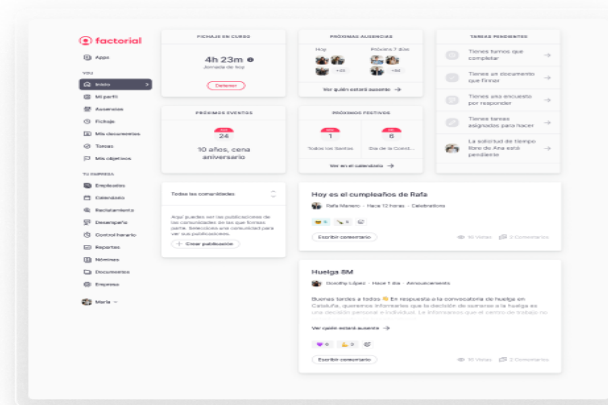
Once hired, the company provides the necessary tools for teleworking such as a mid-range computer valued at 300 euros and headphones to be able to make calls or connect to online meetings. It is up to the selected person to opt for these tools or to use their own. For reasons of convenience and ease, the majority prefer to telework with their own computer.

If the new employee does not have Internet access at home, DECLARANDO ASESORES 3.0 SL. will also provide a wireless network. During the candidate's initiation process, adequate training is necessary, so it is recommended that during the first two weeks, three days of teleworking alternate with two days of mandatory attendance so that they can learn the basic concepts of their position. Once this period is over, the employee is free to attend or not to attend the establishment.

Every week, each department meets remotely with their manager to discuss the objectives achieved, resolve any doubts, etc. via Google meet. If there is an employee who does not provide the monthly achievements imposed by the company, he/she will be provided with training and reinforcement. If the situation continues, the employee would be dismissed.

The entire operation is digitalised, so that the planning and management of the activities and actions linked to the members of DECLARANDO ASESORES 3.0 SL. are automated by means of computer applications such as factorial. The app enables the management of holidays, payroll, absences, contracts, everything that is related to the tasks of the human resources department.

Illustration 48

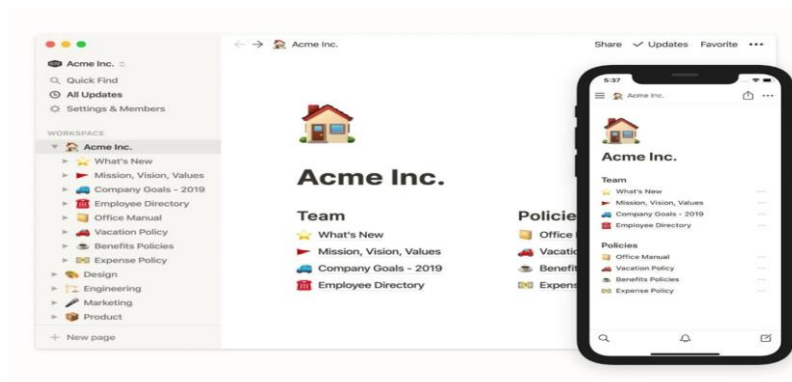


Source: Factorial HR

It also makes use of a software called Notion, an internal business planning tool. It is useful to manage tasks, and set all the documentation and information of both the company and the mission, vision, product specifications, as well as the relationships between employees containing the organisation chart of the company and human resources policies.

Job information is defined in order to understand the culture of DECLARANDO ASESORES 3.0 SL., as well as the processes and work rules of each department, policies, holiday requests, and everything related to labour relations.

Illustration 49



Source: Cristina Collado

Companies that have introduced teleworking have a negative impact on the relationships that can be established in the working environment. It hinders cohesion between departments, employees are not as united as in traditional systems.

It is necessary in a teleworking environment to create team building due to the lack of direct contact between members. In order to maintain fast and effective internal communication between the internal members of the company, the twist application and e-mail are used.

In addition, two weekly telematic meetings are held via Google meet.

The first one, called Daily meeting, takes place on Wednesdays where each department solves its internal problems and discusses opportunities to improve the functioning of tasks.

The second is on Fridays, a weekly meeting in which all members of the company meet together to report on the weekly results and where the manager of each department makes a presentation explaining the functions of the group to which he belongs so that colleagues from other sections understand the work they do in pursuit of a common goal and maximise the success of the company. This can be seen as a strategic way to prevent workers from feeling isolated.

Each employee has his or her own autonomy in the performance of his or her tasks, and they have total freedom of expression to speak at meetings. Events or meals are also organised so that all employees can get together since most of them telework.

## **10. TELEWORK AS FUTURE PERFORMANCE**

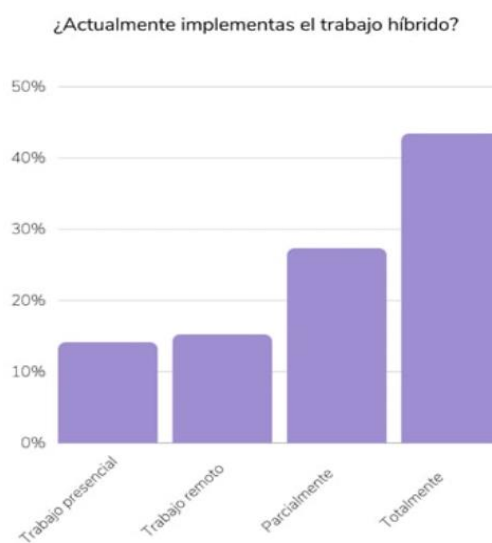
At present, no conclusions can be drawn with certainty, as the future is synonymous with uncertainty and telework has only recently been in use, so it is still in the development phase in the world.

Teleworking has not yet become popular or established in Spain because it is a service to which society is not yet accustomed, despite the forced telecommuting introduced as a result of the restrictions that occurred during the COVID 19 pandemic.

With the return to normality, since the boom in teleworking during the confinement, the majority returned to the traditional system, face-to-face, and very few maintained remote working.

Today, according to a survey of 100 companies from different sectors, which have experienced both face-to-face and teleworking only during the confinement, they have now decided to implement the hybrid system, because better results are obtained with the combination of both than choosing between the two.

**Illustration 50**



Source: Sofia Delpueche / Factorial

Teleworking has many disadvantages, so it is important that it is a hybrid to be able to combine face-to-face and teleworking. This balance makes it possible to focus on making the most of the advantages provided by each of the modalities, as many of the disadvantages of remote work can be compensated by the benefits of face-to-face work for both the organisation and the employee.

It is psychologically proven that human beings need social contact, which is why I believe that the best way to implement teleworking is the flexible hybrid system where it is the employee who has the autonomy in decision-making that comes from being able to choose the place of work (Alcaraz, 2020)



### Illustration 51



Source: Míriam Martínez / *EUDE Business School*

It is the most adaptable and generalised format, both for people who want to work alone from the office, and for people who prefer to work remotely, since that is what teleworking provides, the freedom for the person to organise themselves and not for the company to impose the rules of presence in the workplace.

This type of modality requires certain conditions, such as that the country and the company are developed both economically and technologically, that the employees are willing to telework and that they are provided with the necessary resources, as well as that the activity or sector in which the company is engaged allows it.

According to a survey of several companies by Boston Consulting Group, 65% opt for a combination of face-to-face and remote work, alternating between two or three days a week each. Meanwhile, 25% opt for 4 days of teleworking, attending the company as little as possible, only for what is necessary. The remaining 10% opt for the traditional model of face-to-face work.

The future of hybrid teleworking is currently in force, characterised by being more flexible and decentralised, encouraging the participation of employees and breaking with the traditional system of organisations and excessive bureaucracy. New technologies improve the management of work teams through digital tools such as Google meet, zoom and others, it does not imply having to schedule meetings with date and time in specific places.

The hybrid model of flexible teleworking is the key for employees to work autonomously, and by not having a set schedule, they can mark the working hours where they know they are most fruitful and in this formal company to take advantage of those productivity peaks and to maximise the daily performance of employees.

## **11. REFLECTION ON THE PROJECT AND CONCLUSION**

Before writing this paper, I enrolled in a general training course on teleworking in order to acquire the basic knowledge about teleworking. In addition, my university internship has taken place in the company DECLARANDO ASESORES 3.0 SL, where I have been able to live the experience of being a teleworker for a while and to corroborate all the advantages and disadvantages of this modality, and the veracity of this report. I have decided to comment on this company where most of its employees telework and where I have done my university internship and where I have my current job. Thus, under my personal experience as a teleworker, I have been able to corroborate all the information contrasted in this work, in addition to having taken a training course prior to the beginning of the writing of this work.

In my opinion, digital transformation is the future. Over time the world is evolving along with people's ways of thinking. Teleworking will become a normalised modality in society, it is a matter of social thinking.

Although teleworking is very limited to the sector and the type of activity to be developed. In the future, the predominant telework model will be the flexible hybrid for companies whose operations, market and sector are technology-dependent and the use of remote working is feasible for both the organisation and the employees.

For employees, the key is the responsibility of each individual to be able to work without a supervisor, and their own productive capacity, as well as the psychological and psychosocial self-management to cope with the physical and social impact of teleworking.

Teleworking is also an advantage in the economy, it is a very effective tool for companies to cope with any future risks or threats that may come from the environment, and are beyond the company's control. There are external factors that can have a negative impact on companies, such as the covid19 health crisis, and teleworking is a very advantageous strategy to cope with this and any other environmental situation, allowing business adaptability.

## **12. FUTURE JOBS**

Telework addresses many aspects of the economy. It would be interesting to look more deeply into the types of public policies aimed at encouraging the use of telework in Spain. It would also be interesting to add a comparison of Spanish legislation with that of countries such as Finland, leaders in remote work, in order to see the facilities provided by each country in its implementation.

On the other hand, it is also important to specify the disadvantages that remote work can cause, such as techno-stress, techno-fatigue and techno-addiction, which are very common and can lead to serious physical and mental illnesses such as depression and obesity.

Finally, this paper makes a general analysis of the different impacts of teleworking in the world. Since its use depends on the type of sector and business activity, a reflection could be made on various ideas that would facilitate the existence of remote work in occupations where it is not currently possible, so that in the future with the help of technologies this modality could be expanded to a greater or lesser extent for a greater number of jobs.

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