European Research Studies Journal
Volume XXVIII, Issue 4, 2025

pp. 1602-1617

The Impact of Organizational Pressure on Employee Performance: Mediating Effects of Digital Workplace and Organizational Alienation

Submitted 17/10/25, 1st revision 08/11/25, 2nd revision 23/11/25, accepted 10/12/25

Wojciech Ulrych[1]

Abstract:

Purpose: *This article examines the impact of Organizational Pressure (PRE) on Employee Performance (EP) during COVID-19, emphasizing the mediating roles of the digital workplace (DW) and organizational alienation (OA).*
Design/Methodology/Approach: *A PRE–DW–OA–EP model was tested using structural equation modelling (SEM) on CAWI data collected in Q2 2022.*
Findings: *PRE has a moderate, significant direct effect on EP. DW weakly mediates PRE–EP and slightly reduces PRE's influence on OA, while OA strongly and negatively mediates PRE–EP. Several moderators (MODs) were significant.*
Practical Implications: *PRE during the pandemic stemmed from microaggressions, uncertainty, presenteeism, and monitoring. While PRE sometimes boosted EP, it also triggered OA. DW helped reduce OA and support EP, with gender differences: men respond more to PRE, women use DW to mitigate OA.*
Originality/value: *This study fills a gap by linking PRE, DW, OA, and EP during organizational turbulence. PRE reflects dysfunctional behaviours that, while improving performance in some cases, foster alienation. DW partly alleviates OA and sustains EP, though its effect is limited.*

Keywords: *Organizational pressure, employee performance, digital workplace, organizational alienation*, *COVID-19 pandemic.*

JEL codes: *M12, M54, O33.*

Paper Type: *Research article.*

[1]*University of Lodz, Faculty of Management, Department of Human Resources Management, Poland, ORCID: 0000-0002-9477-2479, e-mail: wojciech.ulrych@uni.lodz.pl;*

1. Introduction

The COVID-19 pandemic radically changed organizational operations worldwide. Many organizations lacked infrastructure, and the digital workplace (DW) - a mix of technical, physical, and social conditions enabling remote work (Benson *et al.,* 2002) - proved insufficient (Tursunbayeva *et al.,* 2022).

Managers responded with organizational pressure (PRE), expecting constant availability (Rohwer *et al.,* 2024) and high performance from their subordinates despite health or psychological challenges.

This pressure often reflected managerial helplessness and lack of experience during the pandemic's early phase (Abrams, 2020; Carmine *et al.,* 2021; Bolino *et al.,* 2024).

Although PRE may temporarily boost remote employee performance (EP) by increasing focus and reducing distractions (Bartik *et al.,* 2023; Zhang *et al.,* 2024), it also creates urgency and tension, triggering cognitive and emotional changes that foster organizational alienation (OA) - manifested as weakened identification, turnover intentions, and poor work-life balance (Mahmoud *et al.,* 2024; Ghaleb, 2024).

PRE may also influence DW quality: employees invested in home setups to cope with OA (Gądecki and Żadkowska, 2020; PARP, 2021), while some organizations upgraded DW as a justification for tighter control, deepening dependency and reducing autonomy (Bartik *et al.,* 2023; Bolino *et al.,* 2024).

Based on the above scientific premises, the following research questions were formulated regarding the constraints in relationships among PRE, EP, the DW, OA, and diversity factors (MODs) during the pandemic:

RQ 1: Is it possible to develop a PRE – DW – OA – EP model that meets the requirements of structural equation modelling (SEM)?
RQ 2: What is the direct impact of PRE on EP?
RQ 3: Does DW mediate the relationship between PRE and EP?
RQ 4: Does DW mediate the relationship between PRE and OA?
RQ 5: Does OA mediate the relationship between PRE and EP?
RQ 6: How do MODs affect the model?

This article aims to examine the impact of PRE on EP in the context of the COVID-19 pandemic, with particular emphasis on the mediating roles of DW and OA.

The paper also seeks to highlight the consequences of organizational unpreparedness and managerial incompetence during the early stages of the pandemic.

2. Literature Review

2.1 Organizational Pressure (PRE) and Its Influence on Employee Performance (EP)

Organizational Control Theory (Ouchi, 1979) classifies control mechanisms by outcome measurability and process transparency: (1) output control for measurable results; (2) behavioural control through formal rules; and (3) clan control based on shared norms when neither outcomes nor processes are easily observable.

Eisenhardt (1985) integrated agency theory into this framework, emphasizing task uncertainty and measurability in control selection, while Edwards (1979) distinguished between direct and structural control. Contemporary organizations increasingly rely on informal mechanisms (Goebel *et al.,* 2017), fostering PRE.

The pandemic forced organizations to respond rapidly, often at the expense of long-term goals (Carmine *et al.,* 2021). Many lacked remote work strategies (Carroll *et al.,* 2020). HR analytics were used to monitor performance (Tursunbayeva *et al.,* 2022), raising ethical concerns about privacy and data misuse (Laas, 2020). Presenteeism, blurred boundaries, and after-hours communication driven by PRE led to disengagement (Nowrouzi-Kia *et al.,* 2024).

In Poland, legal ambiguities allowed asymptomatic COVID-19 patients to work remotely while on sick leave, creating interpretational flexibility (Forsal.pl, 2020). The absence of physical workplaces weakened trust and collaboration, particularly among older employees and new hires (Waizenegger *et al.,* 2020; Raišienė *et al.,* 2020; Molino *et al.,* 2020).

Notably, EP encompasses task and contextual performance, with the latter being particularly important in DW settings that demand flexibility and autonomy (Aguinis, 2009; Hutchinson, 2013). PRE can mobilize adaptive behaviors and enhance short-term EP when balanced with appropriate support (Park *et al.,* 2020).

Drawing on the above management literature review, the first hypothesis is proposed as follows:

H1: PRE positively relates to EP.

2.2 Digital Workplace (DW) as a Mediator between Organizational Pressure (PRE) and Employee Performance (EP)

DW adoption varies across sectors (Tursunbayeva *et al.,* 2022) and includes physical space, employees, tasks, and strategic procedures to enhance productivity and collaboration (Mićić *et al.,* 2022). Employers often fear reduced visibility and misuse of autonomy (Alashwali *et al.,* 2025), prompting surveillance and DW investments to maintain trust (Belzunegui-Eraso *et al.,* 2020), though some employees financed their own equipment (Gądecki and Żadkowska, 2020; PARP, 2021).

The impact of DW on EP remains mixed: some studies report stable or improved productivity (Bartik *et al.,* 2023), while others indicate declines (Gibbs *et al.,* 2023). DW also shows mixed effects on health and well-being (Crawford *et al.,* 2011; Whiting, 2020), yet its flexibility could support motivation. Savings from reduced commuting increase the attractiveness of remote work (Craft, 2020; Raišienė *et al.,* 2020), while autonomy and perceived flexibility foster work-life balance and reduce OA (Carroll *et al.,* 2020; Hill *et al.,* 2001).

However, microaggressions - subtle acts of bias stemming from PRE - also appear in DW, undermining DEI initiatives and contributing to OA (Feitosa *et al.,* 2025). Supervisor expectations for remote worker immediate responsiveness can harm well-being by increasing emotional exhaustion, reducing family satisfaction and sleep quality.

This indirect effect is stronger on-site than remotely, suggesting DW could buffer PRE's negative impact (Gillet *et al.,* 2022). During the pandemic, DW technologies enabled online meetings and collaboration, positively correlated with EP under reduced supervision (Bartik *et al.,* 2023), and supported learning and team effectiveness through real-time knowledge sharing (Benson *et al.,* 2002).

Based on the aforementioned management literature remarks, the following hypotheses can be stated:

H2: PRE is positively relates to DW
H3: DW positively relates to EP
H4: DW negatively relates to OA.

2.3 Organizational Alienation (OA) as a Mediator between Organizational Pressure (PRE) and Employee Performance (EP)

Organizational Alienation Theory explains employees' perceived lack of control, meaning, or social integration at work (Mottaz, 1981). In remote settings, absence of physical presence and blurred boundaries intensify isolation. Supportive leadership and meaningful job design can mitigate OA, while their absence fosters withdrawal and turnover intentions (Banai, 2007). Employees reassigned to DWs during the pandemic reported lower self-assessed work ability (Kausto *et al.,* 2024).

Limited informal cues in DW heighten uncertainty about roles and expectations. According to Uncertainty Reduction Theory (URT), employees seek clarity through digital communication (Knobloch, 2008). Ambiguous expectations led some employees to pressure for constant availability (Rohwer *et al.,* 2024; OECD, 2021), while lack of visible activity was misread as disengagement, reducing psychological safety (Babapour Chafi *et al.,* 2022). Presenteeism discouraged legitimate time off, highlighting the need for empathetic leadership (Ross, 2025).

Remote work also caused technostress and work–family conflict, reducing well-being and voice behaviour (Molino *et al.,* 2020; Fan and Lin, 2023). Excessive managerial interference and unequal treatment reduced organizational identification and increased turnover intentions (Liu *et al.,* 2010). Mental health issues - stress, anxiety, and burnout - were common, especially among non-digital natives (Li *et al.,* 2020). Work-life tensions could be alleviated by instrumental leadership and social belonging (Costin *et al.,* 2023). Based on the aforementioned management literature remarks, the following hypotheses can be stated:

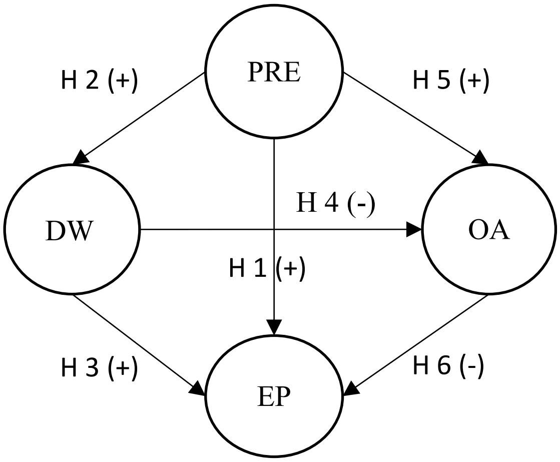
H5: PRE positively relates to OA
H6: OA negatively relates to EP.

3. Method, Theoretical Model and Variables Development

The research aim is to develop, verify, and analyze the hypothesis of the mediating role of the DW and OA as mediators between PRE and EP, as presented in the theoretical model (Figure 1). The model was developed using structural equation modelling (SEM), IBM SPSS Statistics 29, and SPSS Amos 29 software.

Each construct in the model consisted of items derived from the management literature (Table 1) and meet the recommended statistical thresholds (Table 2) (Hair et al., 2019). The Fornell - Larcker criterion (Fornell and Larcker, 1981) and the HTMT criterion confirmed that the constructs in this SEM satisfied the requirements for discriminant validity.

Figure 1. *Theoretical model.*



Source: *Own work.*

The data collection took place in the second quarter of 2022 using the computer-assisted web interview (CAWI) method. A five-point Likert scale questionnaire with 84 closed items was used to collect respondents' opinions. The research sample consisted of 1,000 respondents who had worked in a hybrid or remote mode in the last two years.

The contractor selected the sample randomly based on respondents' availability. The study is part of the project titled "Diversity and Remote Work: Problems and Challenges" funded by the Department of Human Resources Management, Faculty of Management, University of Lodz, Poland.

Table 1. *Development of constructs.*

Constructs	Items	Content	Based on references
PRE	PRE _1	My direct supervisor believes that even if I am sick or facing a difficult family situation, I should still be online at work	Ross, 2025, Babapour Chafi et al., 2022, Forsal.pl, 2020, Liu et al., 2010
	PRE _2	Absences during remote work are negatively commented on by other employees	
	PRE _3	Remote work is more often associated with managerial interference in my lifestyle	
	PRE _4	I have witnessed unequal treatment of some employees based on their lifestyle	
EP	EP_1	In my DW , I achieve goals and complete tasks	Aguinis 2009, Hutchinson 2013, Bartik et al. 2023, Park et al. 2020
	EP_2	As a remote worker, I am more effective than in the office	
	EP_3	In my DW, I can develop my competencies (knowledge, skills, behaviours, attitudes)	
DW	DW_1	My DW, equipped with computer hardware, databases, and software, is appropriate	Richter et al., 2018, Mićić et al., 2022, Wang et al., 2021, Lopes et al., 2014
	DW_2	My digital workplace, equipped with devices other than computer hardware, databases, and software (e.g. furniture, interior design, light, and noise level), is appropriate	
	DW_3	In my DW, I can develop good interpersonal relationships with colleagues in terms of mutual behaviour, team norms, and other social and business relationships	
	DW_4	In my DW, I can set my working conditions	
OA	OA_1	Remote work makes me feel less identified with the organization	Banai 2007, Rohwer et al., 2024, Babapour Chafi et al., 2022, Molino et al., 2020, Fan & Lin, 2023, Li et al., 2020
	OA_2	Remote work makes me more inclined to leave the company	
	OA_3	When working remotely, I find it difficult to maintain a balance between my professional and personal life	
	OA_4	If I don't have the possibility to work remotely, I will leave the company	

Source: *Own elaboration.*

***Table 2.** Reliability coefficients of the constructs.*

Constructs	Items	Correlation of positions in total	Factor loading	Cronbach`s alfa (min. 0.7)	CR (rho_a) (min. 0.7)	CR (rho_c) (min. 0.7)	AVE (min. 0.5)
PRE	PRE _1	,693	0.760	0.814	0,817	0,799	0,526
	PRE _2	,643	0.725				
	PRE _3	,573	0.690				
	PRE _4	,632	0.729				
EP	EP_1	,476	0.556	0.757	0,773	0,746	0,540
	EP_2	,645	0.763				
	EP_3	,676	0.852				
DW	DW_1	,649	0.720	0.818	0,820	0,799	0,535
	DW_2	,667	0.751				
	DW_3	,690	0.801				
	DW_4	,556	0.644				
OA	OA_1	,618	0.731	0.795	0,808	0,798	0,520
	OA_2	,747	0.856				
	OA_3	,596	0.710				
	OA_4	,474	0.549				

***Source:** Own elaboration.*

4. Research Findings

Descriptive statistics and correlations between constructs are presented in Table 3. Notably, there is no statistically significant correlation between OA and EP. Moderation analyses revealed that gender correlated negatively with PRE, DW and OA, indicating that men reported slightly lower levels of strain. Age and tenure were positively associated with both PRE and OA, suggesting that senior employees may experience increased psychosocial burdens. Higher education appears to reflect deeper engagement with DW. Managerial roles were associated with reduced psychological strain but more critical evaluations of DW.

The SEM analysis was conducted to verify the tested hypothesis. The final model (Table 4) was developed with a set of latent variables underlying the constructs. The general model shows a moderate and statistically significant influence of PRE on EP and very strong influence of PRE on OA. However, there is only weak statistically significant influence of PRE on DW. Table 5 shows the goodness-of-fit measures for the model.

***Table 3.** Descriptive statistics and correlations between constructs (n = 1000)*

No.	Spearman's rank correlation	PRE	EP	DW	OA	Mean	SD
(1)	PRE	1,000	,141**	,142**	,706**	3,0185	1,00445
(2)	EP	,141**	1,000	,643**	,056	2,1583	,79310
(3)	DW	,142**	,643**	1,000	,100**	2,1353	,81436
(4)	OA	,706**	,056	,100**	1,000	3,0268	,98365

MOD_1	Gender: women and men	-,089**	-,014	-,068*	-,091**
MOD_2	Age: up to 31 and over 31 years	,079*	,056	,013	,106**
MOD_3	Lowel and higher levels of education	,155**	,117**	,150**	,087**
MOD_4	Work experience: up to 5 and over 5 years	,072*	,054	,014	,091**
MOD_5	Managerial vs. non-managerial position	-,100**	-,087**	-,128**	-,083**

Note: ** Correlation is significant at 0.05 (2-tailed), ** Correlation is significant at 0.01 (2-tailed*
Source: *Own elaboration.*

Table 4*. The model of PRE – EP mediated by DW and OA*

Constructs			Estimate	S.E.	C.R.	p-value	Standardized Regression Weights (SRW)
DW	←	PRE	,133	,028	4,733	***	,183
OA	←	PRE	,743	,039	19,077	***	,854
OA	←	DW	-,073	,034	-2,133	,033	-,061
EP	←	PRE	,143	,036	3,934	***	,316
EP	←	DW	,470	,034	13,886	***	,756
EP	←	OA	-,149	,041	-3,662	***	-,287

Note: *p<.001****
Source: *Own elaboration.*

Table 5. *Results of the PRE – EP model mediated by the DW and OA.*

Goodness-of-fit measure	Model			Result
Chi-square (λ^2) df p-value	Chi-square = 629,200 Degrees of freedom = 84 Probability level = p < .001			Requirement was not achieved
RMSEA, i.e. root mean square error approximation	RMSEA	LO 90	HI 90	The requirement was achieved
	0,080	0.075	0.087	
Chi-square (λ^2) divided by df	CMIN/DF = 7,49			Requirement was not achieved
NFI (Normed Fit Index)	0,906			Good fit
RFI (Relative Fit Index)	0.882			Poor fit
IFI (Incremental Fit Index)	0.917			Good fit
TLI (Tucker-Lewis Index)	0.901			Good fit
CFI (Comparative Fit Index)	0.917			Good fit

Source: *Own elaboration.*

Table 6 presents the mediation analysis of PRE on EP, considering two mediators: DW and OA. The findings point out that PRE can improve DW, which in turn enhances

EP. In turn, PRE also increases feelings of OA, which strongly reduces EP. The total effect of PRE on EP is β = 0.212, which is lower than the direct effect, indicating that mediation reduces the overall positive impact. This suggests that while PRE may drive EP, its side effects - particularly OA - can undermine this benefit.

***Table 6**. Mediation analysis in the general model.*

Path	Direct Effect	Indirect Effect(s) via Mediators	Total Effect	Change Due to Mediation
PRE → EP	0.316	PRE → DW → EP: + 0.138 PRE → OA → EP: − 0.245 via DW→OA: + 0.003	0.212	- 0.104
DW → EP	0.756	via OA: +0.018	0.774	+ 0.018
PRE → OA	0.854	via DW: − 0.011	0.843	- 0.011

***Source:** Own elaboration.*

To assess the significance of indirect effects in the structural model, Sobel tests (1982) were conducted using unstandardized regression coefficients and their standard errors for all mediation paths leading to EP or OA:

- PRE → DW → EP: the indirect effect is statistically significant ($Z = 4.492$, $p < .001$), indicating that better-equipped DW may buffer the negative impact of PRE on EP.
- PRE → OA → EP: the indirect effect is statistically significant ($Z = -3.570$, $p < .001$), suggesting that increased PRE fosters OA, which in turn diminishes EP.
- DW → OA → EP: the mediation effect is not statistically significant ($Z = 1.849$, $p \approx .065$)
- PRE → DW → OA; the mediation effect is marginally significant ($Z = -1.956$, $p \approx .051$), suggesting that increased PRE may foster DW usage, which in turn helps reduce OA.

In light of all the results presented, it is possible to confirm all six hypotheses (there is no reason to reject any of the hypotheses).

Nevertheless, certain limitations regarding the present findings should be acknowledged. Although the sample size was relatively large, it cannot be considered statistically representative. Moreover, the proposed model appears to perform optimally primarily under conditions of unexpected disruption and in contexts where prior managerial practices have been undermined by situational factors.

5. Selected Moderators (MODs)

Management literature points out to the fact that the perception about remote work could vary depending on employees' gender, age, level of education, or geographical location (Tursunbayeva *et al.,* 2022). Based on the aforementioned remark, the general model was moderated by selected moderators (MODs).

5.1 Gender

The SEM results revealed a significant gender difference in the influence of PRE on EP (Table 7). For men, the effect was strong (SRW = 0.590, p < 0.001), suggesting organizational pressure may act as a motivational force. For women, the effect was weaker (SRW = 0.207, p = 0.041), and the gender difference was significant (p = 0.032), indicating men respond more positively to PRE, while women may experience pressure differently, with nuanced psychological consequences.

Additionally, the DW→OA path showed a significant negative effect for women but no meaningful effect for men. This suggests that DW engagement helps women mitigate OA - possibly by fostering connection and autonomy - whereas DW appears to have little impact on men's sense of belonging or detachment.

Table 7. *Gender of respondents (n = 1000)*

Construct influence			Female					Male					
			Estimate	S.E.	C.R.	p	SRW	Estimate	S.E.	C.R.	p	SRW	p<0.05 [a]
DW	←	PRE	,143	,035	4,045	***	,195	,100	,047	2,124	,034	,138	0.463
OA	←	PRE	,710	,050	14,33	***	,855	,836	,065	12,76	***	,858	0.124
OA	←	DW	-,113	,042	-2,702	,007	-,100	,003	,060	,055	,**956**	,002	0.113
EP	←	PRE	,096	,047	2,048	,041	,207	,268	,065	4,089	***	,590	**0.032**
EP	←	DW	,465	,042	11,03	***	,734	,514	,060	8,540	***	,823	0.503
EP	←	OA	-,117	,055	-2,122	,034	-,210	-,230	,064	-3,57	***	-,495	0.181

Note: [a]*Significance of the difference in strength of the paths.*
Source: *Own elaboration.*

5.2 Age

In the model for respondents aged up to 31, two paths were found to be statistically non-significant: DW → OA and PRE → EP. This suggests that individuals in this age group may be more resilient to the isolating effects of DWs or better adapted to technological modes of communication and collaboration. Similarly, PRE does not appear to serve as a motivational factor for younger employees in enhancing EP. Conversely, for individuals over the age of 31, all paths within the model are statistically significant.

These findings point to a distinct psychological profile among younger employees, characterized by technological fluency and a potentially different interpretation of organizational demands. This may necessitate tailored management strategies in remote and hybrid work settings to better align with the needs and perceptions of this demographic.

5.3 Education

Among respondents with lower levels of education, the path DW→OA is not statistically significant, indicating that DWs do not substantially influence feelings of OA within this group. Moreover, the PRE →DW path exhibits a stronger and statistically significant effect, whereas for respondents with higher education, this effect is statistically non-significant. These findings may indicate that individuals with lower educational attainment are more responsive to PRE in terms of their engagement with DW, potentially due to differences in autonomy, job roles, or perceived organizational expectations.

5.4 Professional experience

The paths PRE → EP, DW → OA, and OA → EP are statistically non-significant for employees with up to five years of professional experience, in contrast to those with six or more years. This pattern suggests that more experienced employees may be better equipped to leverage DW to reduce OA. At the same time, it may be assumed that for less work experienced employees, PRE and its impact on EP are less pronounced, as their roles within the organization are less established and expectations toward them are lower. This circumstance may also contribute to greater resilience to OA.

5.5 Managerial vs. Non-Managerial Position

Managerial status shapes the dynamics of the model. For managers, PRE does not significantly influence DW, nor does DW reduce OA, indicating that managerial roles may buffer the psychological effects of PRE and diminish reliance on technological mediation. Non-managers, in contrast, exhibit stronger interdependencies among these constructs, pointing to the need for differentiated strategies in managing remote teams.

6. Discussion

PRE plays a dual role in the model. It positively influences EP, which is unsurprising given employees' limited remote-work competencies during the pandemic. PRE may also stimulate DW development, indirectly supporting EP. However, PRE fosters OA - a harmful condition reducing organizational identification and increasing turnover intentions, even as employees prioritize job continuity for income security.

Behaviours driven by PRE often reflecte microaggressions, uncertainty, presenteeism, and monitoring - dysfunctional practices aimed at meeting departmental goals. Both OA and DW mediate the PRE–EP relationship in opposite directions: OA strongly and negatively, DW mildly and positively. While OA exerts immediate effects, DW implementation is slower; however, a well-designed DW can slightly mitigate OA.

Moderators (MODs) can help to shape tailored employee strategies. PRE drives EP more strongly among men, whereas DW protects women against OA; for men, DW has little effect. Younger, less experienced employees rarely use DW to mitigate OA and appear resilient to PRE, possibly due to lower perceived stakes. Managers also show greater resilience and do not rely on DW for OA protection, unlike non-managerial staff.

7. Conclusion

Bearing the findings in mind, the research questions stated in this research have yielded the following answers:

- RQ1: It is possible to develop the PRE → DW → OA → EP model in accordance with statistical requirements.
- RQ2: The direct impact of PRE on EP is moderate and statistically significant in the overall model. However, gender differences affect how men and women cope with organizational pressure through the use of digital workplaces.
- RQ3 and RQ4: The digital workplace (DW) positively, though weakly, mediates the relationship between PRE and EP, while simultaneously exerting a weak reducing effect on PRE's influence on OA.
- RQ5: OA strongly and negatively mediates the relationship between PRE and EP.
- RQ6: The MODs influence the overall model differently and indicate distinct strategies across various employee groups.

Overall, these findings underscore the dual and positive role of DW as both an enabler of EP and a partial safeguard against OA within the PRE–EP relationship.

Conflicts of Interest: There are no competing financial interests or personal relationships that could have influenced the work reported in this article.

References:

Abrams, Z. 2020. Leadership in times of crisis. Monitor on Psychology, 51(5). https://www.apa.org/monitor/2020/07/leadership-crisis.

Aguinis, H. 2009. Performance management (2 ed.). New York: Pearson/Prentice Hall.

Alashwali, E., Peca, J., Lanyon, M., Cranor, L.F. 2025. Work from home and privacy challenges: what do workers face and what are they doing about it? Journal of Cybersecurity, Volume 11, Issue 1, tyaf010. https://doi.org/10.1093/cybsec/tyaf010.

Babapour Chafi, M., Hultberg, A., Bozic Yams, N. 2022. Post-Pandemic Office Work: Perceived Challenges and Opportunities for a Sustainable Work Environment. Sustainability, 14(1), 294. https://doi.org/10.3390/su14010294.

Banai, M., Reisel, W.D. 2007. The influence of supportive leadership and job characteristics on work alienation: A six-country investigation. Journal of World Business. Volume 42, Issue 4. https://doi.org/10.1016/J.JWB.2007.06.007.
Bartik, A., Cullen, Z., Glaeser, E., Luca, M., Stanton, C. 2023. The rise of remote work: Evidence on productivity and preferences from firm and worker surveys. Harvard Business School Working Paper, 20. https://www.hbs.edu/ris/Publication%20Files/20-138_eca954c7-dde8-4154-8d7b-5688fd5caf94.pdf.
Belzunegui-Eraso, A., Erro-Garcés, A. 2020. Teleworking in the Context of the Covid-19 Crisis. Sustainability, 12(9), 3662. https://doi.org/10.3390/su12093662.
Benson, A.D., Johnson, S.D., Kuchinke, K.P. 2002. The use of technology in the digital workplace: A framework for human resource development. Advances in Developing Human Resources, 4(4), 392-404. https://doi.org/10.1177/152342202237518.
Bolino, M.C., Whitney, J.M., Henry, S.E. 2024. Research roundup: How the pandemic changed management. Harvard Business Review. https://hbr.org/2024/03/research-roundup-how-the-pandemic-changed-management.
Carmine, S., Andriopoulos, C., Manto, G., Härtel, C.E.J., Krzeminska, A. 2021. A paradox approach to organizational tensions during the pandemic crisis. Journal of Management Inquiry, 30(2), 138-153. https://doi.org/10.1177/1056492620986863.
Carroll, N., Conboy, K. 2020. Normalising the "new normal": Changing tech-driven work practices under pandemic time pressure. International Journal of Information Management, 55, 102186. https://doi.org/10.1016/j.ijinfomgt.2020.102186.
Costin, A., Roman, A.F., Balica, R.S. 2023. Remote work burnout, professional job stress, and employee emotional exhaustion during the COVID-19 pandemic. Front. Psychology, 14:1193854. https://doi.org/10.3389/fpsyg.2023.1193854.
Craft, A.R. 2020. Remote work in library technical services: Connecting historical perspectives to realities of the developing COVID-19 pandemic. Serials Review, 46(3), 227-231. https://doi.org/10.1080/00987913.2020.1806658.
Crawford, J., Maccalman, L., Jackson, C. 2011. The health and well-being of remote and mobile workers. Occupational Medicine (Oxford, England), 61, 385-394. https://doi.org/10.1093/occmed/kqr071.
Edwards, R. 1979. Contested Terrain: The Transformation of the Workplace in the Twentieth Century. New York: Basic Books.
Eisenhardt, K.M. 1985. Control: Organizational and Economic Approaches. Management Science, 31(2), pp.134-149. Available at: https://ideas.repec.org/a/inm/ormnsc/v31y1985i2p134-149.html.
Fan, Y., Lin, Q. 2023. Putting Families at the Center: the Role of Family System in Employee Work-Family Conflict and Voice Behavior. J Bus Psychology, 38, 887-905. https://doi.org/10.1007/s10869-022-09828-w.
Feitosa, J., Almeida, A.M., Ishee, T. 2025. Microaggressions in the workplace: A guide for managers. Merits, 5(2), Article 10. https://doi.org/10.3390/merits5020010.
Fornell, C., Larcker, D.F. 1981. Evaluating structural equation models with unobservable variables and measurement error. Journal of Marketing Research, 18(1), 39-50. doi: https://doi.org/10.1177/002224378101800104.
Forsal.pl. 2020. Praca zdalna podczas izolacji osób zakażonych bez objawów – będzie nowelizacja ustawy. https://forsal.pl/praca/aktualnosci/artykuly/8023740,praca-zdalna-izolacja-osob-zakazonych-bez-objawow-nowelizacja-ustawy.html.

Ghaleb, B.D.S. 2024. The concept of alienation and alienation in organizations. Pancasila International Journal of Applied Social Science, Volume 2 Issue 02, pp. 206-223. https://doi.org/10.59653/pancasila.v2i02.714.

Gibbs, M., Friederike, M., Christoph, S., 2023. Work from Home and Productivity: Evidence from Personnel and Analytics Data on Information Technology Professionals. Journal of Political Economy Microeconomics, 1(1), 7-41. https://www.journals.uchicago.edu/doi/epdf/10.1086/721803.

Gillet, N., Morin, A.J.S., Austin, S., Huyghebaert-Zouaghi, T., Fernet, C. 2022. Supervisor expectations regarding work-related messages: Their differential effects among remote and on-site workers. Leadership & Organization Development Journal, 43(3), 501-514. https://doi.org/10.1108/LODJ-01-2022-0030.

Goebel, S., Weißenberger, B.E. 2017. Effects of management control mechanisms: towards a more comprehensive analysis. J Bus Econ., 87, 185-219. https://doi.org/10.1007/s11573-016-0816-6.

Gądecki, J., Żadkowska, M. 2020. Perspektywy rozwoju pracy zdalnej w Pomorskiem – nowe modele pracy oraz wyzwania i potrzeby pracodawców i pracowników. Wyniki badań, WUP Gdańsk, Gdańsk, s. 28-29.

Hair, J.F., Risher, J.J., Sarstedt, M., Ringle, C.M. 2019. When to use and how to report the results of PLS-SEM. European Business Review, Vol. 31 No. 1. https://doi.org/10.1108/EBR-11-2018-0203.

Hill, E.J., Hawkins, A.J., Ferris, M., Weitzman, M. 2001. Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. Family Relations, 50(1), 49-58. https://doi.org/10.1111/j.1741-3729.2001.00049.x.

Hutchinson, S. 2013. Performance management. In: Theory and Practice. London: Chartered Institute of Personnel & Development.

Kausto, J., Airaksinen, J., Oksanen, T., Vahtera, J., Kivimäki, M., Ervasti, J. 2024. COVID-19-induced changes in the workplace, psychosocial work environment and employee well-being: a longitudinal study. Occupational Medicine, Volume 74, Issue 8, 571-580. https://doi.org/10.1093/occmed/kqae079.

Knobloch, L.K. 2008. Uncertainty reduction theory. In: L.A. Baxter, D.O. Braithwaite (Eds.), Engaging theories in interpersonal communication: Multiple perspectives (pp. 133-144). Sage Publications Inc. https://psycnet.apa.org/doi/10.4135/9781483329529.n10.

Laas, M. 2020. Working from home during Covid. Data & Society. https://datasociety.net/library/hr-tip-sheet-for-cautions-on-workplace-surveillance/.

Li, J., Ghosh, R., Nachmias, S. 2020. In a time of COVID-19 pandemic, stay healthy, connected, productive, and learning: Words from the editorial team of HRDI. Human Resource Development International, 23(3), 199-207. https://doi.org/10.1080/13678868.2020.1752493.

Liu, L., Yetton, P.W., Sauer, C. 2010. Organizational control and project performance. Paper presented at PMI® Research Conference: Defining the Future of Project Management, Washington, D.C. Newtown Square, PA: Project Management Institute. Available at: https://www.pmi.org/learning/library/organizational-control-modes-ouchi-model-6447.

Lopes, H., Lagoa, S., Calapez, T. 2014. Work autonomy, work pressure, and job satisfaction: An analysis of European Union countries. The Economic and Labour Relations Review, 25(2), 306-326. https://doi.org/10.1177/1035304614533868.

Mahmoud, A.B., Berman, A., Reisel, W., Fuxman, L., Hack-Polay, D. 2024. Examining generational differences as a moderator of extreme-context perception and its impact on work alienation. Scandinavian Journal of Psychology, 65(1), 70-85. https://doi.org/10.1111/sjop.12955.
Mićić, L., Mastilo, Z. 2022. Digital Workplace Transformation: Innovative Approach After Covid-19 Pandemic. Economics, 10(2), 2022. 63-76. https://doi.org/10.2478/eoik-2022-0014.
Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M.L., Russo, V., Zito, M., Cortese, C.G. 2020. Wellbeing Costs of Technology Use during Covid-19 Remote Working: An Investigation Using the Italian Translation of the Technostress Creators Scale. Sustainability, 12(15), 5911. https://doi.org/10.3390/su12155911.
Mottaz, C.J. 1981. Some determinants of work alienation. The Sociological Quarterly, 22(4), pp. 515-529.
Nowrouzi-Kia, B., Haritos, A.M., Long, B.Z.S., Atikian, C., Fiorini, L.A., Gohar, B., Howe, A., Li, Y., Bani Fatemi, A. 2024. Remote work transition amidst COVID-19: Impacts on presenteeism, absenteeism, and worker well-being - A scoping review. PLOS ONE, 19(7), e0307087. https://doi.org/10.1371/journal.pone.0307087.
OECD. 2021. The role of telework for productivity during and post-COVID-19. OECD Publishing. https://www.oecd.org/content/dam/oecd/en/publications/reports/2021/12/the-role-of-telework-for-productivity-during-and-post-covid-19_dbbfb20e/7fe47de2-en.pdf.
Ouchi, W.G. 1979. A Conceptual Framework for the Design of Organizational Control Mechanisms. Management Science, 25(9), pp. 833-848. Available at: https://giesbusiness.illinois.edu/josephm/BA545_Fall%202011/S3/Ouchi%20%281979%29.pdf.
Park, Y., Lim, D.H., Kim, W., Kang, H. 2020. Organizational Support and Adaptive Performance: The Revolving Structural Relationships between Job Crafting, Work Engagement, and Adaptive Performance. Sustainability, 12(12), 4872. https://doi.org/10.3390/su12124872.
Polska Agencja Rozwoju Przedsiębiorczości, PARP. 2021. Aspekty pracy zdalnej z perspektywy pracownika, pracodawcy i gospodarki. https://www.parp.gov.pl/storage/publications/pdf/Praca_zdalna_last.pdf.
Raišienė, A.G., Rapuano, V., Varkulevičiūtė, K., Stachová, K. 2020. Working from Home—Who Is Happy? A Survey of Lithuania's Employees during the COVID-19 Quarantine Period. Sustainability, 12(13), 5332. https://doi.org/10.3390/su12135332.
Richter, A., Heinrich, P., Stocker, A., Schwabe, G. 2018. Digital work design. Business and Information System Engineering, 60(3), 259-264. https://doi.org/10.1007/s12599-018-0534-4.
Rohwer, E., Harth, V., Mache, S. 2024. The magic triangle between bed, office, couch: a qualitative exploration of job demands, resources, coping, and the role of leadership in remote work during the COVID-19 pandemic. BMC Public Health 24, 476. https://doi.org/10.1186/s12889-024-17995-z.
Ross, M. 2025. How the empathy gap became a $180 billion organizational problem. Forbes. https://www.forbes.com/sites/mariaross/2025/07/29/how-the-empathy-gap-became-a-180-billion-organizational-problem/.
Sobel, M.E. 1982. Asymptotic confidence intervals for indirect effects in structural equation models. Sociological Methodology, Vol. 13, 290-312. https://doi.org/10.2307/270723.

Tursunbayeva, A., Di Lauro, S., Antonelli, G. 2022. Remote Work at the Time of COVID-19 Pandemic and Beyond: A Scoping Review. In: Mondal, S.R., Di Virgilio, F., Das, S. (eds) HR Analytics and Digital HR Practices. Palgrave Macmillan, Singapore. https://doi.org/10.1007/978-981-16-7099-2_6.

Waizenegger, L., McKenna, B., Cai, W., Bendz, T. 2020. An affordance perspective of team collaboration and enforced working from home during COVID-19. European Journal of Information Systems, 29(4), 429-442. https://doi.org/10.1080/0960085X.2020.1800417.

Wang, B., Liu, Y., Qian, J., Parker, S.K. 2021. Achieving effective remote working during the COVID-19 pandemic: A work design perspective. Applied Psychology: International Review, 70(1), 16-59. doi: https://doi.org/10.1111/apps.12290.

Whiting, K. 2020. Most leaders think remote working will hit productivity—this is why. World Economic Forum. https://www.weforum.org/agenda/2020/10/remote-working-productivity-future-of-jobs/.

Zhang, S., Wang, H., He, Q. 2024. Performance Pressure and Employee Presenteeism: The Joint Effects of Authoritarian Leadership and Independent Self-Construal. Behav. Sci. 2024, 14, 236. https://doi.org/10.3390/bs14030236.