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A systematic review on strategies for achieving performance through teleworking: a stakeholder perspective in the periods before and during/post-Covid-19

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ADMINISTRATIVE INFORMATION

Support - This work is supported by Portuguese national funds through FCT – Fundação para a Ciência e a Tecnologia, under project UIDB/00713/2020. CAPP funding under the project “Telework in the context of digital transformation: An integrative perspective of past, present, future and stakeholders” coordinated by the co-author Sónia P. Gonçalves.

Review Stage at time of this submission - Data analysis.

Conflicts of interest - None declared.

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Amendments - This protocol was registered with the International Platform of Registered Systematic Review and Meta-Analysis Protocols (INPLASY) on 29 December 2023 and was last updated on 29 December 2023.

INTRODUCTION

Review question / Objective Research question: What are the factors that affect the relationship between teleworking and individual and organizational performance? The aim of this review is: (i) Identify the factors that impact the relationship between teleworking and individual and organizational performance; (ii) Characterize stakeholders' perceptions of teleworking in the periods before and during/post-Covid-19; (iii) Compare telework characteristics in public and private organizations.

Rationale This systematic review aims to identify stakeholders' perspectives on how telework contributes to performance at the individual and organizational levels. The review provides valuable insights for human resource managers and policymakers, helping them to better understand

telework strategies and how they can be used to improve performance at both levels.

Condition being studied Not applicable.

METHODS

Search strategy On May 10, 2023, we conducted an extensive literature retrieval. Two bibliographic databases, including ISI Web of Science (WoS) and SCOPUS, were systematically searched to retrieve potential literature. The search terms were developed based on four concepts: (1) teleworking, (2) performance, (3) human resource management, and, (4) workers. Within each concept, we used the Boolean operators AND or OR. A search of the SCOPUS database is as follows: (TITLE-ABS-KEY (telework* OR "remote work" OR telecommuting OR "work-at-home" OR "home office" OR "work-from-home" OR "hybrid

work") AND TITLE-ABS-KEY (performance) AND NOT TITLE-ABS-KEY ("systematic review" OR "Systematic literature review")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "DECI") OR LIMIT-TO (SUBJAREA , "MULT")).

In the WoS database we used the Core Collection (All fields), with the following search:

Topic: telework* OR "remote work" OR telecommuting OR "work-at-home" OR " home office" OR "work-from-home" OR "hybrid work".

And All finds: performance.

Not All fields: "systematic review" OR "Systematic literature review".

Participant or population Managers, workers and others stakeholders.

Intervention Not applicable.

Comparator Not applicable.

Study designs to be included Qualitative and quantitative studies.

Eligibility criteria Four researchers defined the criteria of inclusion/exclusion. Studies included: (1) Primary studies relevant to our research topic; (2) Studies with direct and/or indirect identification of the public and/or private sectors; and, (3) Articles writing in English. Excluded studies: (1) Letters, meeting abstracts, theses, media reports, content feeds; (2) Articles that do not focus on telework; and, (3) Conference papers and literature reviews.

Information sources Databases: SCOPUS and ISI Web of Science (WoS).

Main outcome(s) Knowing the factors that influence the relationship between teleworking and individual and organizational performance, as well as the characteristics of teleworking in organizations, in the periods before and during/post Covid-19, according to the perceptions of stakeholders, will allow us to propose an integrated teleworking model. This model will allow for a clearer and more comprehensive understanding of teleworking and, consequently, will contribute to improving the performance of workers and organizations. Practical implications for human resource management are expected.

Additional outcome(s) Not applicable.

Quality assessment / Risk of bias analysis Use of the Law et al. (1998) matrix for quantitative studies and Letts et al. (2007) matrix for qualitative articles.

To guarantee the quality of the studies contained in the RSL, those with ABS 3 or ABS 4 in the Academic Journal Guide of the Chartered Association of Business Schools (AJG, 2021) were selected.

The removal of duplicate literature was supported by the RStudio software, with subsequent manual checking by two researchers. One member then carried out a three-stage screening phase: (1) screening the title based on the exclusion criteria; (2) screening the abstract and (3) screening the full text based on the eligibility criteria. A second investigator confirmed the excluded articles. The researchers discussed the inclusion and exclusion discrepancies and the Excel database.

In the next phase, the researchers will analyze the full articles according to a content analysis matrix defined by the research team. The reasons for any exclusions are then recorded after reviewing the full text (full articles that, even after initial screening, do not have a focus on teleworking or are a systematic review). The reviewers resolve disagreements through discussion throughout the selection process. If necessary, a third reviewer makes the final decision if the two paired reviewers are unable to resolve the disagreement. The process is interactive to ensure that all relevant studies are included. A pilot test was implemented, with a purposive sample, considering articles published before and after 2019, to ensure consistency between reviewers. The search results and the study selection process are reported in the final systematic review and presented in the PRISMA flow diagram. After the entire process, all the data is recorded and exported in Excel format.

Strategy of data synthesis A content analysis will be performed to obtain data and evidence from the literature included.

Tables and figures will present the extracted data for each extraction category, followed by a detailed qualitative descriptive analysis.

Subgroup analysis Not applicable.

Sensitivity analysis Use of PRISMA 2020 Checklist.

Language restriction English.

Country(ies) involved Portugal and UK.

Keywords Telework; telecommuting; performance; public; private; HRM; stakeholders; Covid-19.

Dissemination plans Publication in peer-reviewed journals and conferences.

Contributions of each author

Author 1 - Isabel C.P. Marques - Co-first author of the protocol who drafted the protocol and led and provided feedback for the screenings and development of the research question, research strategy, eligibility criteria, risk of bias assessment strategy, and data extraction and analysis, will draft the manuscript.

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Author 2 - Raysa Rocha - Co-first author of the protocol who led the refinement and modification of the search strategy, eligibility criteria, and draft protocol, led and conducted pilot testing and formal screening of the search results against the eligibility criteria, will draft the manuscript.

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Author 3 - Rosária Ramos - co-first author of the protocol who drafted the protocol and provided feedback for screening and developing the research question, search strategy, eligibility criteria, data extraction, and presentation plans, will draft the manuscript.

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Author 4 - Sónia P. Gonçalves - Co-first author of the protocol who drafted the protocol and provided feedback for screening and developing the research question, search strategy, eligibility criteria, data extraction, and presentation plans, will draft the manuscript..

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