



**HOME RENAISSANCE FOUNDATION
WORKING PAPERS
Number 121**

**Mobilizing resources in remote work: A collective effort by the
employee, the manager, and the organization**

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Paper delivered at Home Renaissance Foundation VI Experts Meeting:
"Nurturing Healthy Relationships at Home and Work", IESE Business School,
Barcelona, 8-9 July 2024

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Abstract

As companies are increasingly implementing remote work arrangements, the optimal use and impact of these new ways of working generate interest among scholars and practitioners. In fact, the remote work context can act as a double-edged sword presenting both positive and negative outcomes for the individual, and consequently for the organization. For example, from the positive side, remote work can bring advantages such as flexibility and autonomy for the individual, improve work-life balance, and increase motivation. On the other hand, in remote work conditions, employees may often face challenges such as feeling disconnected from the team and the work, lacking belongingness, feeling isolated, and having difficulty in building strong social connections at work due to limited connection opportunities and potential communication barriers with their colleagues. They may feel less engaged and motivated, and consequently demonstrate lower performance. Moreover, difficulty of disconnecting from work, blurred boundaries between work and non-work domains, and the demands arising from the family and work at the same time while working remotely, may induce higher levels of stress, and consequently reduce well-being.

Drawing on the Conservation of Resources Theory, this paper discusses that in the context of remote work, a joint effort is required from the employees, their managers, and their organization to be able to leverage the advantages of remote work conditions (e.g., flexibility, autonomy) and to minimize the challenges (e.g., isolation, lack of belongingness). Conservation of Resources Theory posits that individuals strive to acquire, retain, and protect resources that they value, which in turn provide them a sense of security, well-being, and accomplishment. The positive aspects of remote work can be treated as resources that alleviate employees' well-being whereas the negative aspects may refer to deprivation from certain resources in some aspects of remote contexts. Moreover, drawing on the Self Determination Theory, this paper suggests that these resources can be associated with the three major

psychological needs as autonomy, competence, and relatedness, and therefore explains the positive aspects of resources on employees' well-being in remote work contexts through satisfaction of these needs.

Discussing different factors as a collective effort required from the individual, the manager, and the organization, this paper argues that these parties may contribute to the effective mobilization of resources for the employee, both to protect and foster the existing resources and develop those that the individual is deprived of. This way, remotely working employees may benefit from optimal resources that highlight the advantages and minimize the challenges of remote work, as well making a better flow of resources to nurture a healthy balance between their work and non-work domains, all of which subsequently contribute to their well-being.

Full Paper awaiting publication