Telework: emerging configurations and themes in Public Administration

Teletrabalho: configurações e temáticas emergentes na Administração Pública

Teletrabajo: configuraciones y temas emergentes en la Administración Pública

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Abstract: This study examined telework in public organizations, especially in the wake of the COVID-19 pandemic, driven by mobile and internet technologies. Although practical, telework faces resistance due to concerns about productivity, supervision, information security, and inequality of access. This work sought to fill the gap in the literature by exploring the emerging configurations and themes of telework in public administration based on a bibliometric study conducted in the Web of Science. The analysis of the literature from the last five years revealed that committed leadership, a performance-oriented culture, and results-based supervision are essential for the success of telework. Training in digital skills, combined with autonomy and accountability, proved to be crucial. In addition, the appropriate use of technology helps to keep teleworkers connected, reducing turnover and improving organizational performance. However, challenges such as fatigue and worsening work-life balance were highlighted, especially among workers with fewer resources. Engagement measures, such as virtual meetings, are essential to increase morale and commitment. Finally, the research highlights the need for further studies on the resources needed for an effective transition to telework, offering a basis for future investigations and organizational practices.

Keywords: Telework. Emerging Issues. Public Administration.

Resumo: Este estudo examinou o teletrabalho em organizações públicas, especialmente após a pandemia de COVID-19, impulsionado por tecnologias móveis e internet. Embora prático, o teletrabalho enfrenta resistência devido a preocupações com produtividade, supervisão, segurança da informação e desigualdade de acesso. Este trabalho buscou preencher a lacuna na literatura explorando as configurações e temáticas emergentes sobre teletrabalho na administração pública a partir de um estudo bibliométrico feito na Web of Science. A análise da literatura dos últimos cinco anos revelou que a liderança comprometida, a cultura orientada para o desempenho e a supervisão baseada em resultados são essenciais para o sucesso do teletrabalho. A capacitação em habilidades digitais, aliada à autonomia e responsabilidade, mostrou-se crucial. Além disso, o uso adequado da tecnologia ajuda a manter os teletrabalhadores conectados, reduzindo a rotatividade e melhorando o desempenho organizacional. No entanto, desafios como fadiga e piora no equilíbrio entre vida pessoal e profissional foram evidenciados, especialmente entre trabalhadores com menos recursos. Medidas de engajamento, como reuniões virtuais, são fundamentais para aumentar o moral e o comprometimento. Por fim, a pesquisa destaca a necessidade de estudos adicionais sobre os recursos necessários para uma transição eficaz para o teletrabalho, oferecendo uma base para futuras investigações e práticas organizacionais.

Palavras-chave: Teletrabalho. Temáticas Emergentes. Administração Pública

Resumen: Este estudio examinó el teletrabajo en organizaciones públicas, especialmente después de la pandemia de COVID-19, impulsada por las tecnologías móviles e Internet. Aunque práctico, el teletrabajo enfrenta resistencia debido a preocupaciones sobre la productividad, la supervisión, la seguridad de la información y la desigualdad de acceso. Este trabajo buscó llenar el vacío en la literatura explorando las configuraciones y temas emergentes sobre el teletrabajo en la administración pública a partir de un estudio bibliométrico realizado en Web of Science. Una revisión de la literatura de los últimos cinco años reveló que un liderazgo comprometido, una cultura orientada al desempeño y una supervisión basada en resultados son esenciales para el éxito del teletrabajo. La formación en competencias digitales, combinada con autonomía y responsabilidad, resultó crucial. Además, el uso adecuado de la tecnología ayuda a mantener conectados a los teletrabajadores, reduciendo la rotación y mejorando el desempeño organizacional. Sin embargo, se destacaron desafíos como la fatiga y el empeoramiento del equilibrio entre la vida personal y laboral, especialmente entre los trabajadores con menos recursos. Las medidas de participación, como las reuniones virtuales, son clave para aumentar la moral y el compromiso. Finalmente, la investigación destaca la necesidad de estudios adicionales sobre los recursos necesarios para una transición efectiva al teletrabajo, ofreciendo una base para futuras investigaciones y prácticas organizativas.

Palabras clave: Teletrabajo. Temas emergentes. Administración Pública.

Introduction

In recent years, telework has become widespread in public organizations, especially after the Covid-19 pandemic, driven by the availability of mobile technologies (Holtgrewe, 2014). The escalation in the adoption of this modality is evident in practical data demonstrating its growing relevance: a 2022 survey by SAP Consulting, with the support of the Brazilian Society of Telework and Teleactivity (SOBRATT), showed a substantial increase in telework adoption. In 2020, 46% of the 554 organizations participating in the survey adopted this practice, a number that grew significantly to 86% among 460 organizations in 2022. These organizations were from the Southeast region (63%) and from the services (21%) and IT/Telecom/Software/Systems (16%) segments, with 99% of the latter segment adopting telework in a structured way.

Despite its practicality, many organizations are still reluctant to adopt telework permanently due

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to concerns about productivity, performance, supervision, technological dependence, information security, regulatory policies, and inequalities of access among workers (Wang et al., 2021; Belzunegui-Eraso & Erro-Garcés, 2020; Mele, Belardinelli & Bellé, 2023; Choi, 2020).

On the other hand, telework offers benefits such as a better work-life balance, personal and professional development, improved quality of life, and talent retention, especially in areas with a low Human Development Index, lack of public transportation, and limited educational opportunities (Kwon & Kim-Goh, 2022; Mullins et al., 2021; Smith & Brown, 2021). However, it can lead to social isolation and increased stress, thereby affecting workers' mental health (Kwon & Kim-Goh, 2022).

Remote work also affects organizational culture, making it difficult to maintain institutional values and effective communication, thereby weakening ties among team members (Wang et al., 2021; Belzunegui-Eraso & Erro-Garcés, 2020). In public administration, implementing telework involves additional challenges, including adapting bureaucratic processes and managing performance, as well as maintaining public trust and administrative accountability (Belzunegui-Eraso & Erro-Garcés, 2020).

According to Mele, Belardinelli, and Bellé (2023), telework in public organizations still requires an exploration of its different configurations. This finding, then, represented the central gap that the present research aimed to fill. The need for such exploration emerged from the highly heterogeneous, accelerated nature of telework adoption in the post-pandemic public sector. Although the phenomenon had reached unprecedented scale and relevance, the existing literature was fragmented, lacking a systematic, consolidated view of the multiple ways telework was being implemented and the new themes that emerged in its wake. The specific context of public administration, with its bureaucratic peculiarities, responsibilities regarding public trust, and the need to adapt performance management processes, demanded a focused analysis that distinguished this reality from the private sector.

The central question was: What is the current configuration, and what emerging themes are evident in the innovative literature in the Web of Science database regarding telework in Public Administration?

Within this perspective, this research aimed to map the literature on telework in the Web of Science database over the last five years to reveal current configurations and identify emerging themes. This work is justified by the fact that it is a hot topic in Public Administration, as it has been restructuring to implement Performance Management Programs (PMPs), in which technical-administrative public servants have integrated remote work into their routine since the Covid-19 pandemic.

Given the breadth and ramifications of the topic, this study may help future institutions adopt this service-delivery model.

In public administration, research on flexible work arrangements is new (Choi, 2020). Therefore, there is a need to explore further the perspectives involved in this topic. Thus, to achieve the objective of this research, we focused on the ten most-cited articles identified in the Web of Science database.

Theoretical elements of the research

With the rise of remote work in recent years, the virtual, invisible employee who works everywhere has become popular (Popma, 2013). The main factors driving the growing number of mobile workers are the availability of various technologies and communication means, facilitated by the internet (Holtgrewe, 2014).

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In general, this study considers remote work to occur when an employee fulfills their obligations from a location outside the traditional workplace at least once a month. Mello (1999) and Nogueira and Patini (2012) emphasize that other terms are commonly used as synonyms for telework, although some authors make slight distinctions, as described in Table 1.

Remote work, also known as telework, is a concept recognized by the Brazilian Society of Telework and Teleactivity (SOBRATT). The term "telecommuting", coined by Jack Nilles in 1976, refers to the process of bringing work to employees rather than bringing employees to work, and includes periodic activities outside the company, partially or fully replacing daily commutes with Information and Communication Technologies (ICTs) (Nilles, 1976).

Furthermore, the concept of a "virtual office" describes a place where a worker has all the necessary resources to work, regardless of physical location, such as at home, in airport waiting rooms, at client receptions, or in restaurants and cafes. "Home office" or working from home presupposes an office setup in the worker's residence, with access to the internet and the company's internal network, including the operating systems required to perform the work.

According to SOBRATT (2022), remote work is any work performed outside the organizational environment using information and communication technology (ICT). Mello (1999) and Nogueira and Patini (2012) emphasize that the foundation of these forms of work lies in the concept of flexible work, which incorporates flexibility in working hours and location, work process and organization, salary, and qualifications.

The concept of flexible work emerged in response to the economic and technological transformations throughout the 20th century. Atkinson (1984) introduced the idea of the "flexible company," highlighting the need for more adaptable organizational structures. In the 1990s, information and communication technology facilitated remote work (Author, 2015).

Drucker (1999) predicted the impact of emerging technologies on the organization of work, emphasizing the importance of flexibility to increase productivity and satisfaction. In "The Age of Unreason", Handy (1995) argued that the future of work would be characterized by greater autonomy, promoting efficiency and innovation. Furthermore, in "Sleeping with Your Smartphone", Perlow (2012) discussed how flexibility can balance professional and personal demands. These contributions highlight the impact of flexible work on organizations and people's well-being, driven by technology and the work-life balance.

Table 2 below presents some definitions for the term "remote work". Telework, also known as remote work, is defined differently by different authors. Vyas and Butakhieo (2021) describe it as the ability of employees to work in flexible locations, especially at home, using technology to perform their tasks.

Gajendran and Harrison (2007) define it as a work arrangement in which employees perform tasks in locations other than their primary workplace, using electronic means to interact with others inside and outside the organization. The US Office of Personnel Management (OPM, 2013) characterizes telework as a flexibility arrangement in which an employee performs their duties from an approved location other than their traditional workplace.

Chanana and Sangeeta (2020) observe that although many organizations offer the option to work from home, remote work can be challenging due to the lack of an organizational environment. Rosenfield and Alves (2011) associate telework with the use of Information and Communication Technologies (ICTs) for performing tasks remotely. Van Wart et al. (2019) emphasize that the digital revolution facilitates telework and relies heavily on electronic communication, which leaders must

master and coordinate.

Kanaane et al. (2021) expand the definition of remote work to include both paid and domestic work. Nilles et al. (1976) highlight that telework enables people to achieve results using technology, such as telecommunications and computers, without physically moving. Vieira (2020) defines telework as the accomplishment of tasks at any distance from the location where the work is expected to be performed, using information technology.

Finally, Palumbo (2020) describes home-based telework as a human resources practice centered on the organization, primarily aimed at reducing management costs.

According to Table 2, telework has distinct characteristics from traditional work. It offers location flexibility, allowing employees to work from home, in coworking spaces, or anywhere with an internet connection, facilitated by ICTs. This modality provides greater autonomy to employees, allowing them to control their schedules and work methods. However, it presents challenges such as the need for self-management, potential social isolation, and difficulty in separating professional and personal life. Information security is crucial and requires rigorous measures to protect sensitive data. Telework can also result in cost savings for employers and employees, reducing infrastructure and commuting expenses (Wang et al., 2021; Belzunegui-Eraso & Erro-Garcés, 2020; Mele, Belardinelli & Bellé, 2023; Choi, 2020).

Before the Covid-19 pandemic, telework was uncommon in Latin America and the Caribbean, according to the International Labour Organization (ILO) (Maurizio, 2021)—the need to adapt to confinement led to investments in technology. The author estimated that 3% of salaried workers worked remotely until 2019, increasing to 20-30% during confinement.

A 2022 survey by SAP Consulting, with support from SOBRATT, showed an increase in telework adoption. In 2020, 46% of the 554 organizations participating in the survey adopted this practice, growing to 86% among 460 organizations in 2022. These organizations are from the Southeast region (63%) and from the service (21%) and IT/Telecom/Software/Systems (16%) segments, with 99% of the latter segment adopting telework in a structured way.

Therefore, the period from 2020 to 2024 is relevant for research on telework, especially in the context of public administration. Before the Covid-19 pandemic, although already recognized by some authors (Holtgrewe, 2014), telework was adopted only sparingly, often experimentally, particularly in the public sector. This reality, however, was abruptly altered by the global health crisis.

The Covid-19 pandemic forced public and private organizations worldwide to adopt telework as an emergency measure to maintain service continuity and protect employees' safety. What was once an option or exception has become a reality.

Such an accelerated, massive transition created fertile ground for the emergence of new configurations and themes, justifying the temporal scope of this research. A rapid, often improvised technological adaptation was observed, requiring investments in infrastructure and the development of new digital skills among employees (Fischer et al., 2023; Vyas & Butakhieo, 2021). Pre-existing concerns with productivity, supervision, and information security were intensified, leading to the development of management models more focused on results than on physical presence (Kim, Mullins & Yoon, 2021; Kwon & Jeon, 2020).

Beyond operational aspects, the post-pandemic period revealed profound impacts on the worker experience. While telework offered flexibility and the potential for a better work-life balance, it also exposed challenges such as work-related fatigue, increased work-family conflict, and social isolation (Palumbo, 2020; Allgood, Jensen & Stritch, 2024; Giauque et al., 2022). Inequality in access to

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adequate resources for remote work also became more evident, disproportionately affecting workers with less support (Gallacher & Hossain, 2020; Vyas & Butakhieo, 2021).

Public administration has faced the challenge of adapting its bureaucratic processes while maintaining public trust and administrative accountability in a distributed environment (Mele, Belardinelli & Bellé, 2023). The need to develop engagement measures to maintain employee morale and commitment, such as virtual meetings and development activities (Chanana & Sangeeta, 2021), has become a priority.

Thus, the period from 2020 to 2024 captures the core of this transformation. It was during these five years that telework in public administration ceased to be a "marginal" modality and became consolidated as a strategic and viable work arrangement, driven by the crisis, but with the potential to become the "new normal" or a hybrid model. The literature produced during this period reflects immediate reactions to the crisis, adaptations, challenges faced, and emerging solutions, offering a basis for understanding current configurations and the themes that will shape the future of telework in the public sector.

Within organizations, the human resources (90%) and IT (59%) sectors are the most involved, according to the published research.

Although telework improves flexibility and productivity, physical, temporal, and social separations hinder interpersonal collaboration, impairing individual and organizational performance (Lee et al., 2023). Teleworkers are prone to distractions, interruptions, and work-life/family conflicts (Shumate & Fulk, 2004), increased stress, anxiety, and depression (Polzer, Yang, Holtz & Sadiq, 2020), limiting their ability to identify and engage in collaborative opportunities.

Methodological elements of the research

This bibliometric literature review adopted a quantitative, descriptive approach, as per Rogers, Szomszor, and Adams (2020). The research followed three main laws: Lotka's Law (author productivity), Bradford's Law (concentration of works in journals), and Zipf's Law (word frequency to determine the subject), according to Teixeira, Iwamoto, and Medeiros (2013).

The Web of Science database was used, which classifies journals by productivity and citations received, indicating impact and prestige (Caputo & Kargina, 2022; Chadegani et al., 2013). The search covered the period from 2020 to 2024, allowing for future replication or updating. The descriptors used were: ("Remote work" or "Telecommuting" or "Virtual Office" or "Home Office" or "Telework" or "tele activity"), defined from Assunção et al. (2023).

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Table 1 - *Other terms for "telework"*

Remote work	The Brazilian Society of Telework and Teleactivity considers them to have the same meaning.
Telecommuting	The term, coined by Jack Nilles in 1976 in his book "The Telecommunications Transportation Trade-Off," refers to the process of bringing work to employees rather than bringing employees to work. It also refers to periodic work outside the company, one or more days a week, and to the partial or total replacement of daily commutes with ICTs.
Virtual Office	A workplace where the worker has at their disposal everything they need to work (telephone, laptops, internet access, etc.), that is, a workplace dissociated from specific times and places, which may be the worker's residence, airport waiting rooms, a client's reception area, restaurants, and cafes.
Home Office	It presupposes a home office setup (furniture, materials, and equipment), internet access, the company's internal network, and the operating systems required to conduct the activity.

Source: Prepared by the authors based on studies of Mello (1999) and Walnut and Patini (2012).

Table 2 - *Other definitions*

AUTHORS	DEFINITION
Vyas & Butakhieo, 2021	The ability of employees to work from flexible locations, especially at home, using technology to perform their work tasks.
Gajendran & Harrison, 2007	A work arrangement in which employees "perform tasks elsewhere that are normally performed at a primary or central workplace, during at least part of their working hours, using electronic means to interact with other people within and outside of the organization".
Desk of Management Personnel of the USA-OPM, 2013	"A flexible work arrangement under which an employee performs the duties and responsibilities of their position, and other authorized activities, from an approved workplace different from the location where the employee previously worked."
Chanana & Sangeeta, 2020	Most organizations offer employees the option to work from home. However, remote work is challenging for employees because they do not feel part of the organizational environment at home.
Rosenfield & Alves, 2011	It is associated with work performed remotely, using ICT, enabling the achievement of work results in a location different from that occupied by the person performing the work.
Van Wart et al., 2019	The rise of telework and distributed leadership depends on accelerated electronic communication, which leaders must master, manage, and coordinate, which is facilitated by the digital revolution and heavily relies on it.
Kanaane, Silva, Soares & Muniz, 2021	The definition of work is not limited to the concept of paid work (related to the productive sphere) but also includes the sphere of social reproduction (domestic work).
Nilles et al., 1976	It is work that allows one to achieve results using information technology, such as telecommunications and computers, rather than the physical movement of people.
Vieira & Elba, 2020	"The RW is performed at any distance from the location where its effects are expected, or it is carried out as part of a traditional employment system, using available information technology techniques."
Palumbo & Rocco, 2020	"Working from home as a human resources practice centered on the organization, primarily aimed at reducing management costs."

Source: The authors, 2025.

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The search was conducted by topic (titles, abstracts, and keywords) in the Web of Science database using the Boolean operator "or" and the truncation symbol ("). Filters were applied for document type (article or review article), language (English), category (Public Administration), and publication year (2020 to May 2024).

Fifty-eight studies were pre-selected, of which 42 were included in the bibliometric analysis after verification of titles, abstracts, and keywords. The corpus meets the bibliometric research criteria according to Rogers, Szomszor, and Adams (2020). The ten most cited articles were selected for analysis, representing the forefront of knowledge with the greatest impact. The following steps were conducted according to the protocol suggested by Facin, Barbosa, Matsumoto, Cruz, and Salerno (2022).

The complete records and cited references of the selected corpus were analyzed using HistCite™ version 12.3 and VOSviewer version 1.6.20 software. According to Garfield, Paris, and Stock (2006), HistCite™ is effective for representing data on authors, journals, cited references, published works, document types, institutions, countries, and histograms, facilitating bibliographic evaluation. To Van Eck and Waltman (2017), VOSviewer visualizes bibliometric networks. Both were used as support in this research.

Using HistCite™, a histogram of publication distribution by year was generated, along with the ten journals with the most published articles, the ten authors with the highest number of publications, the number of articles from the ten countries of origin of the authors' institutions, and the ten most relevant works. VOSviewer was used to analyze the co-occurrence of keywords, measuring the frequency of keywords together in documents, according to Zupic and Cater (2015), and bibliographic coupling, which measures the relationship between documents with common references, according to Egghe and Rousseau (2002).

Subsequently, an analysis of the works most relevant to the research objective was conducted, gathering information on the research objective, main results, and research gaps, which fulfills the criterion of purpose transposition defended by Teixeira, Iwamoto, and Medeiros (2013), since, according to the authors, bibliometric research has begun to analyze the content and contextualization of scientific production, systematizing and representing knowledge through frameworks, tables, mind maps, figures, charts, or other alternatives.

Metric results of the research

After collecting bibliometric data from the main Web of Science collection, 42 studies on telework in public administration were identified. These articles were written by 103 authors affiliated with 59 educational institutions in 20 countries. The selected articles used a total of 2,178 references, averaging approximately 51 per paper.
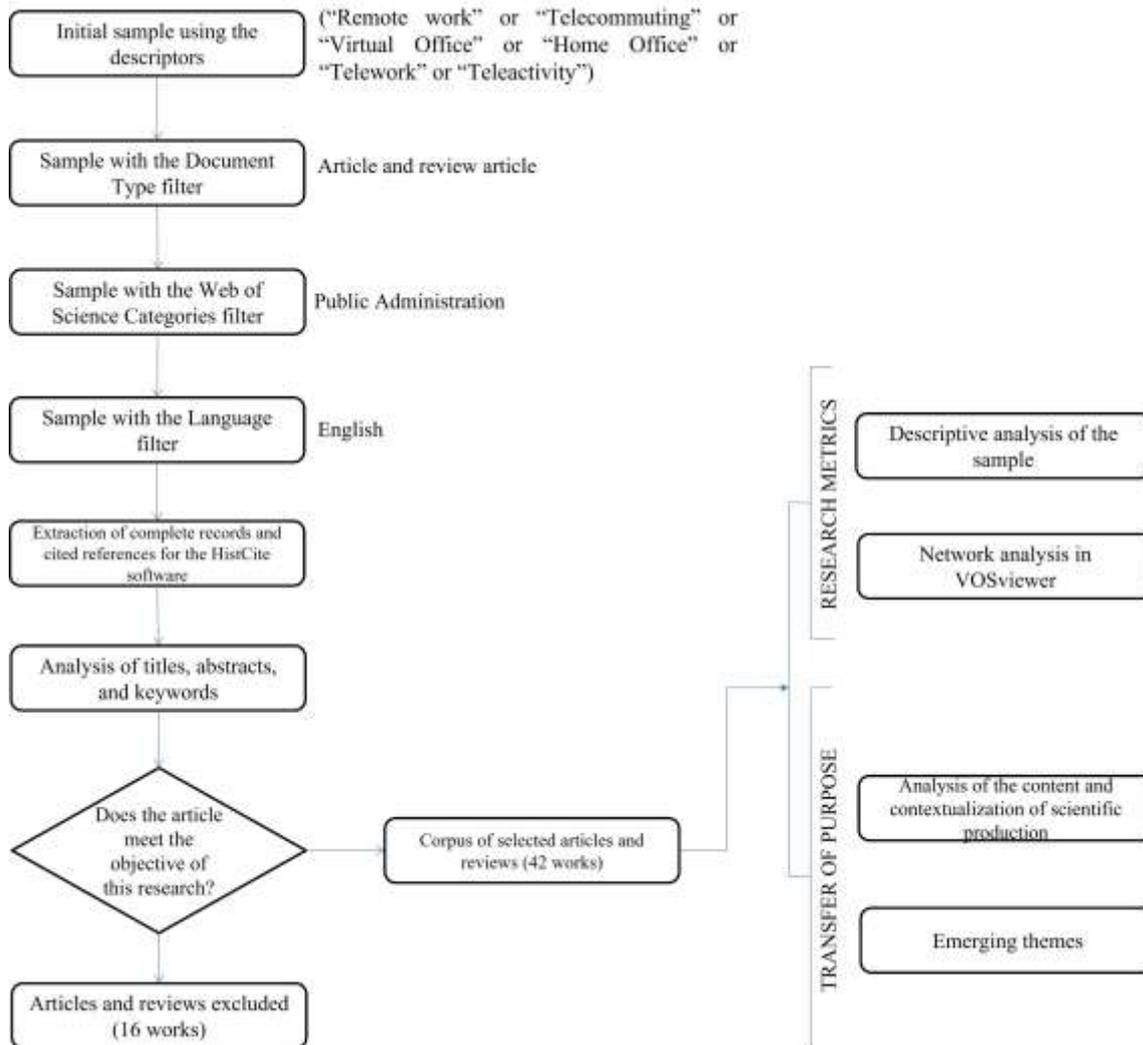
Analyzing these results allows us to understand what this data set represents for the Administration and, specifically, for research on telework.

Firstly, the identification of 42 studies involving 103 authors affiliated with 59 educational institutions in 20 countries over a period of only five years (2020-2024) demonstrates that telework in public administration is a rapidly growing, globally relevant field of research. The number of authors and institutions indicates an active and diverse scientific community, although it is still in the consolidation phase, as the dispersion of authorship suggests no domain is concentrated in a few researchers. The fact that the selected articles average approximately 51 references per work signals

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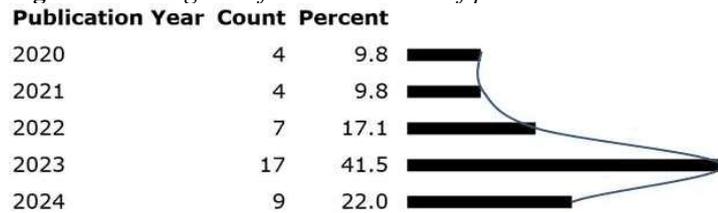a robust theoretical and empirical foundation for the most recent studies.

Figure 2 presents a histogram of the annual evolution of publications, showing an average of eight publications per year. The first article on telework in public administration indexed in the Web of Science dates from 2020. This work by Palumbo (2020) discusses the effects of remote work on work-life balance, highlighting the roles of work engagement and work-related fatigue, based on the sixth European Working Conditions Survey. The results indicated that telework negatively affected the work-life balance of public employees.

Figure 1 - *Protocol from the search bibliometrics*

Source: The authors, 2025.

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Figure 2 - *Histogram of the distribution of publications and citations by year*

Publication Year	Count	Percent	
2020	4	9.8	▬▬
2021	4	9.8	▬▬
2022	7	17.1	▬▬▬
2023	17	41.5	▬▬▬▬▬▬▬
2024	9	22.0	▬▬▬▬

Source: The authors, 2024.

The most productive year of the analyzed period (2020-2024) was 2023, with publications focused on changes in telework due to the Covid-19 pandemic and its impacts on the public service. Notable works include those by Fischer and Siegel (2023), Yuan and Gasco-Hernandez (2023), and Champagne, Choinière, and Granja (2023), among others. Publications also addressed the implementation, satisfaction, and positive and negative aspects of telework in the public service, with contributions from Lewis, Pizarro-Bore and Emidy (2023), and Mele, Belardinelli and Bellé (2023), among others.

By revealing that the first article indexed in the Web of Science on the subject dates back to 2020, Figure 2 corroborates the thesis that the Covid-19 pandemic catalyzed research on telework in public administration. This temporal landmark points to the emergence of the field as a formal and systematic area of investigation, in direct response to global transformations in work models. The year 2023, as the most productive, reflects a period of reflection and more in-depth analysis of the pandemic's impacts, transcending the initial phase of immediate response to more structured approaches to implementation, satisfaction, and the various positive and negative aspects of telework, which suggests a maturation of research questions, moving from mere descriptions to more evaluative and predictive analyses.

The journal with the highest number of publications was Public Personnel Management, with six papers (21.43%), followed by Review of Public Personnel Administration, also with six articles (21.46%). Other prominent journals include Public Management Review, with three publications (10.72%), and several others with two publications each (7.14%). Together, these journals account for 28 papers (68.29%).

The predominance of journals such as "Public Personnel Management" and "Review of Public Personnel Administration" in publishing articles, with high average H-indexes and JCR scores, indicates that research on telework in public administration is strongly anchored in human resource management and public administration, which suggests that the field's main concerns center on human resources, including employee satisfaction, performance, supervision, talent retention, and the impact on public personnel management policies. The high quality of these journals lends credibility and impact to the field's findings.

With an average H-index of 37.5 and an average JCR of 2.1, the journals reflect the relevance and citation of the published articles (Jancsó, 2009).

Table 3, which lists the authors with the highest number of publications and shows that some researchers have begun to consolidate their positions (with two articles each), also reveals a distribution of production. The presence of authors with a single, but highly cited, publication (such as Palumbo, Vyas, Butakhieo, Chanana, and Sangeeta) suggests that seminal works produced during the pandemic established research directions and provided initial frameworks for the debate. These authors are pioneering voices who outlined the first major challenges and opportunities of remote

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work.

To visualize the representativeness of the countries of origin of the institutions to which the 75 authors of the 41 mapped publications are affiliated, the countries with the highest scientific output in the addressed themes were identified. The USA stood out as the country with the largest number of affiliated institutions, representing 34.1% of the 75 authors analyzed, followed by South Korea (14.6%), Brazil, and Canada (12.2% each). These findings suggest that interest in telework in public administration is a global phenomenon, but with geographical concentrations that may reflect different implementation and research contexts. The strong presence of the USA, for example, can be attributed to the scale of its public sector and its history of research in public administration. At the same time, the inclusion of Brazil and Canada underscores the relevance of discussions within specific development scenarios and regulatory contexts.

Brazil's presence in the sample revealed that, by requiring social distancing, the global health crisis forced numerous technical-administrative public servants to transition rapidly to remote work. Additionally, the ongoing restructuring of the Brazilian Public Administration also fostered interest in the topic, as the public sector in Brazil has been adapting and implementing "Performance Management Programs (PMPs)". Thus, the national research focused on how this modality could support or affect ongoing administrative reforms, seeking to identify best practices and the challenges inherent in integrating it into existing public management systems.

Table 3 - *Authors with the highest number of publications and citations*

Authors	Quantity of items	Quotes	Institutions	Countries
Belardinelli P	2	3	Indiana University	USA
Bellé N	2	24	Scuola Superiore Sant'Anna	Italy
Kwon M	2	38	California State University	USA
Honey V	2	24	Bocconi University	Italy
Aguiar JLB	2	0	University of Brasilia	Brazil
Palumbo R	1	170	University of Rome Tor Vergata	Italy
Butakhieo N	1	147	University of Hong Kong	Hong Kong
Vyas L	1	147	University of Hong Kong	Hong Kong
Chanana N	1	112	Swami Devi Dyal Institute of Management Studies	India
Sangeeta	1	112	Maharaja Agrasen University	India

Source: The authors, 2025.

The data obtained from the bibliometric survey, including the histogram of publication distribution by year, the journals with the highest number of published articles, the authors with the most publications, and the countries of origin of the authors' affiliated institutions, are fundamental for guiding future research. This information allows us to focus on the production of specific years, the most specialized journals, the authors considered key references on the subject, and the countries whose institutions publish the most. This data highlights trends in publications on telework, job satisfaction, Covid-19, and management, applying Lotka's law (authors), Bradford's law (journals), and Zipf's law (words).

Within the context of applying the laws of bibliometric studies, the frequency with which two or more keywords co-occur in the corpus selected for this study was examined, with a minimum of two

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citations per keyword, as shown in Figure 3.

As shown in Figure 3, six clusters were formed, suggesting that the topics in which the keywords are grouped are related or are frequently studied together. In the blue cluster, for example, where the most cited keyword was "Impact," words such as "work," "management," "job-satisfaction," "government," "turnover," and "managerial" frequently co-occur, indicating a strong thematic relationship between these topics.

That indicates that the field is not only describing the phenomenon of telework but also actively exploring its consequences (the "impact") across various organizational and human resource management dimensions within the governmental context. The prevalence of these terms validates the line of inquiry that seeks to understand telework as a transformative element in administrative practices and in the well-being of civil servants.

Regarding the bibliographic coupling between documents, as shown in Figure 4, four clusters were formed. According to Egghe and Rousseau (2002), the clusters were grouped based on the bibliographic references they share, allowing visualization of the structure of a research field.

The red cluster (as shown in Figure 4), composed of the authors Palumbo, Vyas, Giauque, Fischer, Lenz, Yuan, Buick, Park, and Champagne, represents a school of thought, a line of research, or a scientific community that shares common topics. The authors focus on understanding the various perspectives on telework in relation to results, satisfaction, and the implementation of this work model within public organizations during the Covid-19 pandemic. In this context, bibliographical coupling is useful for mapping subfields of telework characteristics within a broader or more restricted research area.

The findings of this research indicate that researchers are collaborating and building upon a common set of references and research problems, focusing on "understanding the various views on telework in relation to outcomes, satisfaction, and implementation of this work model within public organizations during the Covid-19 pandemic". This representation is crucial because it demonstrates the field's maturation, where research is no longer isolated but interconnected, enabling a more systematic advancement of knowledge through dialogue and collaboration.

Among the 41 publications selected for this research's corpus, the aim was to identify the most representative works on telework. Table 4 presents the ten works analyzed to meet the general objective of this research, organized by year of publication to facilitate dialogue among the authors.

To ensure that the research focused strictly on telework in public sector organizations, a two-stage filtering process was adopted, as described in the methodology. Initially, during data collection in the Web of Science database, one of the filters applied was the thematic category "Public Administration". This category was selected because it is the most comprehensive and appropriate classifier in the database for identifying studies on the management and operations of the public sector broadly.

However, recognizing that the designation "Public Administration" in the Web of Science may occasionally encompass studies that discuss public administration from a more theoretical perspective or address organizations with some public interface but are not strictly government agencies or public companies, a second layer of filtering was implemented. After pre-selecting the 58 works from the initial search using the established descriptors and filters, a thorough reading of the titles, abstracts, and keywords for each article was conducted.

This manual screening aimed to verify the suitability of each study's content to the research's locus of interest: telework in public organizations, understood as governmental entities, autonomous agencies, public foundations, or state-owned companies. This process excluded articles that, although

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classified in the "Public Administration" category, did not directly focus on public organizations or whose approaches did not align with the investigation of the configurations and emerging themes of telework in this context.

As described in section 3, the methodological rigor adopted ensured that the final corpus of 42 works used in the bibliometric analysis faithfully represented the literature on telework in public management, distancing itself from studies that could be confused with the management of private companies, even those with publicly traded shares or some state participation.

In the next section, following the transposition criterion proposed by Teixeira, Iwamoto, and Medeiros (2013) for bibliometric studies, an analysis of the content, configurations, and emerging themes of telework was conducted.

Figure 3 - *Network of co-occurrence of keywords*
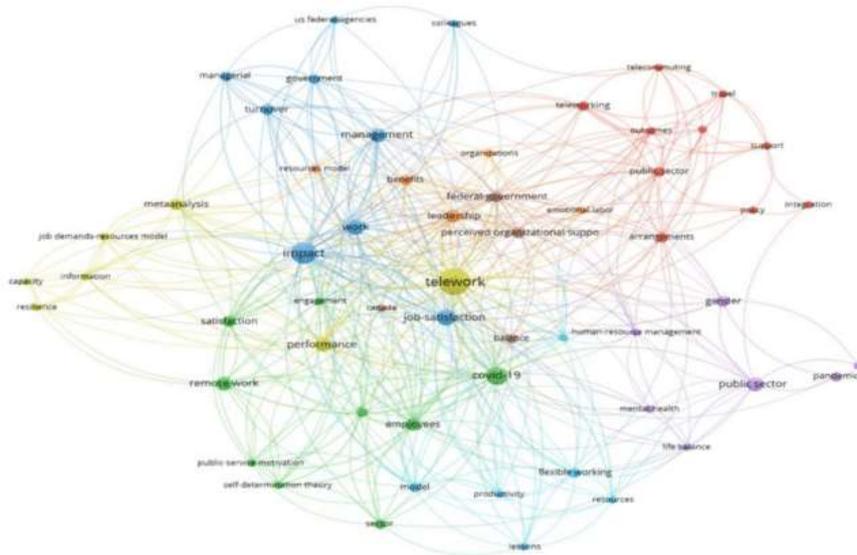
Source: The authors, 2025.

Figure 4 - *Network of coupling bibliographic between documents*

Source: The authors, 2025.

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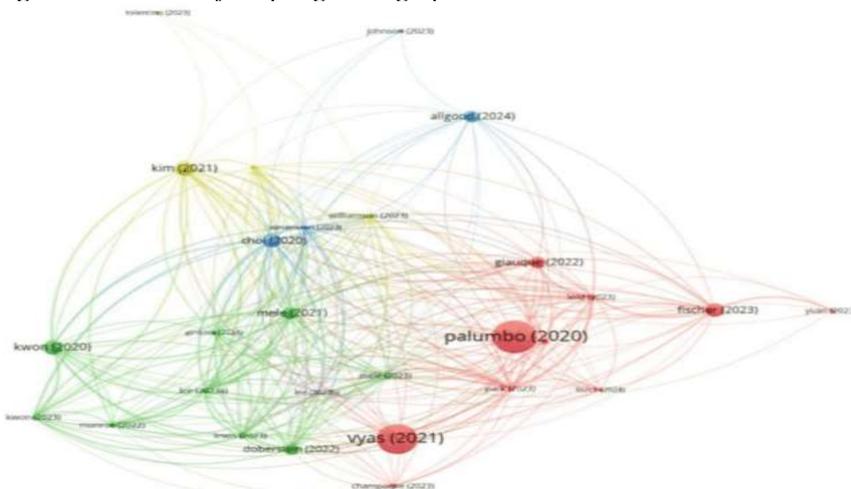
Table 4 - *Jobs most cited in Web of Science™ between 2019 and June 2024*

Quotes	Work Titles	Reference Data	Authors
170	Let me go to the office! An investigation into the side effects of working from home on work-life balance	International Journal 0f Public Sector Management. 2020 Aug 10; 33 (6-7): 771-790	Palumbo, R.
147	The impact of working from home during Covid-19 on work and life domains: An exploratory study on Hong Kong	Policy Design and Practice. 2021 Jan 2; 4 (1): 59-76	Vyas, L. and Butakhieo, N.
112	Employee engagement practices during Covid-19 lockdown	Journal of Public Affairs, 21(4), e2508.	Chanana, N. & Sangeeta
63	Remote Work and Employment Dynamics under Covid-19: Evidence from Canada	Canadian Public Policy-Policy Analysis. 2020 Jul; 46: S44-S54	Gallacher G., Hossain, I.
35	From Leadership Commitment and Performance-Oriented Culture Matter for Federal Teleworker Satisfaction With Telework Programs?	Review Of Public Personnel Administration. 2020 SEA; 40 (1): 36-55	Kwon M., Jeon, S.H.
32	Supervision of telework: The key to organizational performance	The American Review of Public Administration, 51(4), 263-277	Kim, T., Mullins, L. B., & Yoon
29	Resilience through digitalization: How individual and organizational resources affect public employees working from home during the Covid-19 pandemic	Public Management Review. 2023 APR 3; 25 (4): 808-835	Fisher et al. (2023)
29	Flexible Work Arrangements and Employee Retention: The Longitudinal Analysis of the Federal Workforces	Public Personnel Management. 2020 SEP; 49 (3): Art. Node. 0091026019886340	Choi, S.
23	Engagement, Exhaustion, and Perceived Performance of Public Employees Before and During the Covid-19 Crisis	Public Personnel Management. 2022 SEP; 51 (3): Art. No. 00910260211073154	Renard, K., Cornu, F., Emery, Y.
21	Work-family conflict and burnout amid Covid-19: Exploring the mitigating effects of instrumental leadership and social belonging	Review of Public Personnel Administration, 0734371X221101308	Allgood, M., Jensen, U.T., & Stritch, J.M.

Source: The authors, 2025.

Telework: Thematic configurations and future agenda

Palumbo's (2020) work, the most cited in the research corpus, investigated the side effects of working from home on work-life balance, emphasizing the mediating roles of work engagement and work-related fatigue, using data from the sixth European Working Conditions Survey. The results indicated that working from home negatively affected the work-life balance of public employees, with teleworkers experiencing increased work-life conflict. Working from home triggered greater fatigue, worsening the perception of balance. Work engagement positively mediated the negative effects of working from home on work-life balance.

This finding resonates with the initial concerns raised by Kwon and Kim-Goh (2022) and Mullins et al. (2021) about the potential for telework to paradoxically generate social isolation and increase stress, thereby compromising workers' mental health, despite its promise of better work-life balance. Palumbo's (2020) research provided critical empirical validation of the tensions inherent in flexible work configurations, particularly during the massive, forced transition to remote work.

The work of Vyas and Butakhieo (2021), which also stood out for its high citation rate, investigated the ongoing experiences of employers and employees in Hong Kong during the Work

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From Home (WFH) period and questioned whether this arrangement would be transitional or permanent. The study concluded that WFH was not one of the best options for most of the Hong Kong workforce, although interest in the modality remained, albeit not in its then-practiced form.

The authors highlighted the need for clearer government guidelines and policies to regulate and enable remote work, as well as the lack of resources necessary for this change, such as software, access to official documents, and adequate workspace. This study corroborated the initial theoretical concerns about technological dependence, information security, and unequal access among workers raised by Wang et al. (2021), Belzunegui-Eraso and Erro-Garcés (2020), Mele, Belardinelli, and Bellé (2023), and Choi (2020). The research by Vyas and Butakhieo (2021) showed that the mere availability of mobile technologies and the internet (Holtgrewe, 2014) does not guarantee the effectiveness of telework without robust organizational and regulatory support.

The third most cited manuscript was by Chanana and Sangeeta (2021), which examined employees' engagement across companies during the coronavirus pandemic. The conclusion was that companies should aim to keep their employees satisfied and motivated by implementing engagement measures using technology, such as virtual team meetings, virtual learning and development, weekly online alignment sessions, and webinars on topics like anxiety and stress. This study aligned with the problem of maintaining organizational culture and effective communication in a distributed environment, a theoretical challenge that Wang et al. (2021) and Belzunegui-Eraso and Erro-Garcés (2020) had already pointed out. Chanana and Sangeeta's (2021) contribution was to offer practical solutions to mitigate social isolation (Kwon and Kim-Goh, 2022) and strengthen ties among team members, transforming digital platforms into tools for cohesion, thereby reinforcing the role of technology not only as a facilitator but also as a mediator of engagement.

The fourth most cited article was that of Gallacher and Hossain (2020), which sought to assess the economic impact of the coronavirus pandemic based on the feasibility of working from home, as well as the heterogeneity of this variable across various dimensions (income inequality, gender, age, and other worker characteristics) in Canada. As a result, we found that 41% of jobs in Canada could be performed remotely. However, there were significant variations by demographic group, indicating that poorer, male, non-university-educated, single, part-time, younger, and non-immigrant workers suffered greater job losses.

This research provided an empirical basis for the theoretical concern about unequal access to telework, a point raised in the introduction of this work and in studies such as Wang et al. (2021). The findings of Gallacher and Hossain (2020) demonstrated that the flexibility of telework, although an advance (Handy, 1995; Drucker, 1999), has not been distributed equally and may deepen social and economic divisions if not accompanied by inclusive policies.

Kwon and Jeon (2020), the fifth most cited, examined whether leadership commitment and a performance-oriented culture are important for teleworkers' satisfaction with telework programs, using data from the Federal Employee Viewpoint Surveys.

The findings showed that leadership commitment to telework, a performance-oriented culture, and the enactment of specific laws played significant roles in increasing satisfaction. This study therefore empirically validated one of the pillars of telework's success in public administration, as highlighted in the literature review: the need for committed leadership and a performance-oriented culture. Theoretically, the "flexible enterprise" proposed by Atkinson (1984) and the autonomy advocated by Handy (1995) require a redefinition of the role of leadership, which Kwon and Jeon (2020) have shown to be fundamental to satisfaction and, consequently, to the effectiveness of telework programs in the public sector.

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The sixth most cited work, published by Kim, Mullins, and Yoon (2021), empirically examined the role of supervisor effectiveness – defined as purposeful management, social integration, and trust-building efforts – in improving teleworkers' perceived job performance and organizational performance. This article suggested the need to address teleworker supervision by their immediate supervisor to ensure results, and that supervision that includes results-based management and trust-building improves organizational performance.

The findings of Kim, Mullins, and Yoon (2021) offered a practical deepening of the issue of supervision in telework, one of the points of resistance and concern raised by Wang et al. (2021) and Belzunegui-Eraso and Erro-Garcés (2020). They demonstrated that the transition to flexible work models demands an adaptation of management practices, moving away from face-to-face control towards supervision focused on results and the development of trust, essential elements for the autonomy and responsibility of remote workers.

The article by Fisher et al. (2023), the seventh most cited, examined the resilience of the public service during the Covid-19 pandemic and the transition to telework. The results suggested that the public service demonstrated resilience and that the transition to telework was less demanding than expected. Leadership proved crucial, highlighting the importance of individual autonomy at work and the need for training in digital skills and delegation. Focusing solely on technology and infrastructure in government telework would be insufficient; resilience would depend primarily on proactive professional behavior, digital skills, and individual autonomy.

This study strengthened the understanding of digital skills training, autonomy, and responsibility as crucial to the success of telework, as indicated in the introduction to this work. In theoretical terms, the organizational resilience observed here connects with the adaptability of the "flexible company" (Atkinson, 1984) and Drucker's (1999) prediction about the impact of technologies on the organization of work, but with the nuance that technology, by itself, is not enough without the improvement of human capabilities and leadership.

The eighth most cited work by Choi (2020) examined whether telework would reduce employee turnover in federal public agencies. The results showed that agencies with more teleworkers tended to register lower rates of voluntary turnover, and that the appropriate use of technology was important for keeping teleworkers connected and fostering active working relationships. This finding provides empirical evidence for the benefits of telework for talent retention, as the theoretical framework already suggested (Kwon & Kim-Goh, 2022; Mullins et al., 2021; Smith & Brown, 2021). Choi's (2020) research also highlighted the importance of the appropriate use of technology to keep teleworkers connected, an aspect already mentioned in the abstract of this study, and the need to address the well-being of specific employee groups, such as administrative staff, in the context of telework.

The study by Giauque et al. (2022), conducted in Switzerland, examined the impact of work modalities, work-related variables, relationships, and organizational climate on employee engagement, burnout, and perceived performance before and during forced telework. The results indicated that forced telework increased professional autonomy and work-life balance, but reduced collaboration and increased perceived stress, without affecting engagement levels. The study highlighted the importance of New Ways of Working (NWW) for improving engagement and performance and reducing burnout.

This research deepened the discussions on work-life balance, social isolation, and increased stress (Kwon & Kim-Goh, 2022; Polzer et al., 2020). Giauque et al. (2022) contributed by demonstrating that, although telework can offer greater autonomy (Handy, 1995), it also requires a

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reconfiguration of the work environment and interpersonal relationships, demanding proactive organizational strategies to mitigate the negative impacts on collaboration and the perception of tension, while capitalizing on the gains in autonomy.

Finally, the research by Allgood, Jensen, and Stritch (2024), based on the Job Demand-Resources theory, proposed that two organizational resources – instrumental (vertical) leadership and a sense of social belonging (horizontal) – would help prevent burnout by alleviating conflict between work and family life. The authors found that employees with a strong sense of social belonging experienced less conflict and lower burnout, suggesting that social belonging, as a horizontal organizational resource, was more important in reducing burnout during a period of disruption than the more formal, vertical resource of instrumental leadership.

This study enriched the discussion on challenges such as fatigue and worsening work-life balance (Palumbo, 2020), offering insights into mitigation mechanisms. The relevance of committed leadership had already been highlighted by Kwon and Jeon (2020). However, Allgood, Jensen, and Stritch (2024) added the dimension of social belonging, which is fundamental to engagement and morale (Chanana & Sangeeta, 2021), thereby offering a more holistic understanding of people management in telework environments.

Research on telework, as evidenced by the most-cited articles, has revealed several emerging themes that warrant further investigation to fully understand their implications. Firstly, it is crucial to examine the effects of telework on work-life balance, with longitudinal studies needed to identify the factors that trigger conflicts between these spheres and to advance understanding of the disadvantages of home-based telework (Palumbo, 2020). This need for further investigation demonstrates that, despite the clarity of the initial impacts, the phenomenon's complexity demands a more detailed and temporal analysis.

Furthermore, qualitative investigations focused on individual experiences can provide clearer evidence on the micro-determinants of "contamination" between work commitments and daily activities (Vyas & Butakhieo, 2021), complementing quantitative analyses of the subject. In the short term, governments should introduce formal remote work guidelines that account for risk assessments and provide adequate technological training (Chanana & Sangeeta, 2021), thereby addressing the organizational support gaps identified in the studies.

In the long term, it is necessary to re-examine the possibility of telework becoming the new normal, revise labor legislation, and encourage organizations to adopt remote work measures (Gallacher & Hossain, 2020). These recommendations reflect the urgency of translating academic findings into practice and public policy, adapting to a constantly evolving work environment. Furthermore, all organizations must adopt innovative practices to keep employees engaged and motivated during periods of crisis, such as the Covid-19 pandemic (Kwon & Jeon, 2020), which requires continuous experimentation and validation of management models.

Therefore, discussions in the most cited articles corroborated the idea that telework, driven by technology and the need for flexibility, is a work configuration with multiple ramifications. The innovative literature emphasized the importance of elements such as committed leadership, a performance culture, and results-based supervision, while warning of the challenges of fatigue, imbalance, and unequal access. Thus, as outlined by the studies themselves, the future research agenda should focus on deepening the understanding of the resources needed for an effective transition, the differences between groups of teleworkers, the measurement of productivity, and the abuses of telework, providing a solid basis for the practice and formulation of more assertive policies in public administration.

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While fundamental to presenting the findings, the description of the most cited articles invites a more critical and reflective reading of what these discoveries collectively represent for the field of Administration, especially public administration. Far from portraying telework as a simple solution, the studies analyzed revealed it as multifaceted, requiring a profound re-evaluation of managerial paradigms. Thus, not only operational configurations emerge, but also challenges and opportunities that redefine people management, organizational culture, and the very notion of productivity in the public sector. Therefore, administration is urged to go beyond logistical adaptation, to recognize the interdependence between employee well-being and institutional performance, and to build more inclusive and future-oriented management models.

That implies a strategic commitment to virtual leadership based on trust and results, actively promoting engagement and social belonging through digital platforms, and formulating policies that mitigate inequalities in access, ensuring that telework is, in fact, a tool for modernization rather than a means of further exclusion.

Research on telework has revealed several emerging themes that require further investigation to understand their implications, as shown in Table 5. Firstly, it is crucial to uncover the effects of telework on the balance between work and personal life. Longitudinal studies are needed to identify the factors that trigger conflicts between these spheres, advancing our understanding of the disadvantages of home-based telework (Palumbo, 2020).

Furthermore, qualitative investigations focused on individual experiences can provide clearer evidence on the micro-determinants of contamination arising from the interplay between work commitments and daily activities (Vyas & Butakhieo, 2021). In the short term, governments should introduce formal remote work guidelines that account for risk assessments and provide adequate technological training (Chanana & Sangeeta, 2021). In the long term, it is necessary to re-examine the possibility of telework becoming the new normal, review labor legislation, and encourage small and medium-sized enterprises to adopt remote work measures (Gallacher & Hossain, 2020). In addition, all organizations should adopt innovative practices to keep employees engaged and motivated during crises, such as the Covid-19 pandemic (Kwon & Jeon, 2020).

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Table 5

Future Research Agenda on Telework in Public Administration

Thematic Axis	Central Question	Research Directions
Measuring Productivity and Performance in Remote Work	How can productivity and results be measured effectively and fairly in a telework environment within the public administration?	✓ Analyze the effectiveness of performance indicators and their correlation with teleworker satisfaction and organizational performance; ✓ Investigate perceptions of productivity (managers vs. teleworkers) and the factors that influence them.
Well-being of the Teleworker and Work-Life Balance	What are the determinants and long-term consequences of satisfaction, engagement, fatigue, and burnout for teleworkers, and how can a healthy balance be promoted?	✓ Conduct longitudinal studies on the effects of telework on work-life balance (Palumbo, 2020); ✓ Conduct qualitative research on the micro determinants of work-life interference (Vyas and Butakhieo, 2021); ✓ Identify and evaluate the effectiveness of engagement, psychosocial support, and social belonging strategies in remote/hybrid environments.
Leadership and Team Management in Remote Work Contexts	What are the ideal forms of supervision and leadership for telework teams in public administration, considering trust, results, and the development of digital skills?	✓ Explore the determinants of teleworker satisfaction with managers and the effectiveness of management approaches (Chanana and Sangeeta, 2021); ✓ Examine effective ways for supervisors to obtain performance evidence, balancing autonomy and accountability (Kim, Mullins, and Yonn, 2021; Giauque et al., 2022); ✓ Analyze the relationship between leadership style, organizational culture, and trust in the success of telework (Palumbo, 2020; Fischer et al., 2023).
Equity, Inclusion, and Inequalities in Telework	How do individual and sociodemographic differences affect telework experience, and how can policies mitigate inequalities in access and disproportionate impacts?	✓ Investigate differences among teleworkers (motives, expectations, resources) and how these differences impact satisfaction/performance (Choi, 2020); ✓ Analyze the effectiveness of telework compared to other benefits, and its role in attracting/retaining talent in distinct groups (Gallacher and Hossain, 2020; Fischer et al., 2023); ✓ Study explanatory factors (individual variables, sociodemographic characteristics, context) to understand the heterogeneous experience of telework.
Technology, Ethics, and Governance in Telework	What are the ethical and governance implications of telework in public administration, including the use of technology, information security, and the management of non-work-related	✓ Analyze "abuses of telework" and strategies to address them (Giauque et al., 2022); ✓ Investigate the implications of technological dependence for information security and the integrity of government data; ✓ Study the development and implementation of formal remote work guidelines and their effectiveness in sectoral contexts.

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Thematic Axis	Central Question	Research Directions
	behaviors?	
Comparative and Contextual Studies	What are the particularities of telework in different contexts (cultural, organizational, sectoral), and how can international findings be validated and adapted to specific realities such as the Brazilian one?	✓ Extend the data collection period and include other cultural contexts for validation (Palumbo, 2020; Chanana and Sangeeta, 2021; Kim, Mullins, and Yonn, 2021); ✓ Conduct comparative (public, private, non-governmental) research to identify similarities and differences in the practices and impacts of telework (Fischer et al., 2023); ✓ Study the influence of regulatory and cultural frameworks on the configuration and outcomes of telework, especially in emerging economies.

Source: The authors, 2025.

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Furthermore, more research is needed to unravel the implications of working from home on work-life balance. Longitudinal empirical investigations are essential for understanding the effects of telework on work-life balance, while in-depth qualitative research can provide evidence on the micro-determinants of the relationship between work commitments and daily activities.

These are short-term recommendations for the government: introduce formal remote work guidelines for employees and employers; consider Covid-19 risk assessments when developing the guidelines; provide specific guidelines for different sectors; include employee expectations in the guidelines; and specify minimum requirements for technology training and technical facilities for remote work.

These are long-term recommendations for the government: re-examine the possibility of remote work becoming the new normal; review labor legislation and ensure that employment insurance policies cover home-based work; encourage small and medium-sized enterprises to adopt remote work measures with subsidies and incentives; strengthen the Remote Business Program; and promote family-friendly employment practices.

For organizations: adopt innovative employee engagement practices during the pandemic to keep them motivated and committed; implement practical online approaches to maintain competitiveness; and recognize the various facets that motivate and generate employee engagement.

For future research: measure productivity or output potentially produced remotely (Chanana and Sangeeta, 2021); explore determinants of teleworker satisfaction and the effectiveness of teleworker management (Chanana & Sangeeta, 2021); investigate differences among teleworkers, such as reasons for telework and expectations (Choi, 2020); analyze abuses of telework, such as performing tasks unrelated to work (Giauque et al., 2022); and examine ideal ways for supervisors to obtain evidence of teleworker performance (Kim, Mullins & Yonn, 2021; Giauque et al., 2022).

In addition to the suggestions above, other studies could further explore this topic, such as: Comparing the effectiveness of telework with other professional and personal benefits (Gallacher & Hossain, 2020; Fischer et al., 2023); Extending the data collection period and including other cultural contexts for more concrete validation (Palumbo, 2020; Chanana & Sangeeta (2021); Kim, Mullins & Yonn, 2021); Covering important explanatory factors such as individual variables, sociodemographic characteristics, organizational culture, leadership style, and level of trust between employees and management (Palumbo, 2020; Fischer et al., 2023); and Conducting similar research in private, non-governmental, or international organizations to compare results and identify differences (Fischer et al., 2023).

Conclusions

The objective of this research was to map the literature on telework in the Web of Science database over the last five years to reveal current configurations and identify emerging themes. The results indicate that telework, especially remote work, has had both positive and negative impacts on workers and organizations.

The main findings reveal that telework has increased work-related fatigue, worsening the perception of work-life balance. Furthermore, we identified that many workers are unaware of the implications of remote work and lack the necessary resources, such as adequate software, access to official documents, and a suitable workspace. The research also highlighted the importance of employee engagement measures, such as virtual meetings and social interactions in the virtual office, to increase worker morale and commitment. Another relevant point is that poorer workers, men

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without a college degree, and small businesses tend to be in sectors where remote work is less feasible.

For public administration, the research demonstrates that leadership committed to telework, a performance-oriented culture, and results-based supervision are fundamental to the success of telework programs. Employee training, both in digital skills and in autonomy and responsibility, also proved crucial. Furthermore, the appropriate use of technology to keep teleworkers connected and foster active working relationships is essential to reducing turnover and improving organizational performance.

Regarding the advancement of science, this research offers a comprehensive and up-to-date view of telework dynamics, highlighting the need for further research on the resources required for an effective transition to remote work.

In the managerial and practical field, the findings highlight the imperative of strategic leadership committed to a culture of performance and trust, requiring continuous investment in training managers for the virtual environment. Furthermore, it is crucial to ensure adequate resources and technological training for employees, implement active engagement strategies to combat isolation and dehumanization, and formulate clear, comprehensive policies that balance flexibility with security and accountability. By doing so, telework consolidates itself as a strategic tool for talent retention and increased job satisfaction.

Socially, the research imposes on public administration the responsibility to mitigate the inequalities that telework can exacerbate, promoting inclusive policies that guarantee equitable access and prevent telework from becoming a privilege. By highlighting the risks of fatigue and burnout, the study underlines the social need to prioritize the well-being and mental health of public servants, creating work environments that support a healthy balance.

Finally, fostering a sense of social belonging in virtual contexts and the appropriate use of technology contribute to a more robust digital citizenship and to public administration's ability to serve the community more empathetically and effectively.

In summary, this research not only advances science but also offers vital contributions to theoretical reflection, managerial innovation, and social commitment, guiding public administration towards more resilient, equitable, and humanized work models.

Identifying groups of workers for whom telework is less feasible opens new avenues for research into how to make remote work more inclusive and accessible.

This study offered a comprehensive and up-to-date analysis of the dynamics of telework in public administration, whose conclusions unfold across interconnected theoretical, managerial, and social dimensions.

Theoretically, the research enriches the understanding of the phenomenon by structuring the frontier of knowledge, deepening work-life balance models that now consider fatigue and engagement as crucial mediators, and refining concepts of leadership and supervision adapted to remote contexts, highlighting organizational resilience beyond infrastructure.

Finally, a critical analysis of the findings from the most cited articles enables the incorporation of contemporary challenges and profound social transformations. In a scenario where Artificial Intelligence reconfigures tasks and raises questions about surveillance and dehumanization, where diversity – including combating ageism – and mental well-being are central concerns, and where digital inequalities and dehumanization in remote work demand attention, future researchers are urged to go beyond traditional metrics. Future studies could investigate, for example, how the integration of AI affects the nature of work and the skills of teleworkers, the ethical implications of algorithmic monitoring, the impact of telework on different generations of employees and on their career

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progression, and how inclusive policies can mitigate ageism.

Furthermore, it is crucial to deepen the study on the prevalence of digital loneliness and the perception of dehumanization in remote environments, seeking strategies to foster a sense of connection, social belonging, and empathetic interactions, both among colleagues and in the provision of services to citizens, ensuring that technological advancement and the flexibility of telework strengthen, rather than weaken, human capital and the purpose of public administration.

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