

The perception of quality of life in teleworking by employees of the Court of Justice of Rio Grande do Norte

A percepção da qualidade de vida no teletrabalho por parte dos Servidores do Tribunal de Justiça do Rio Grande do Norte

La percepción de la calidad de vida en el teletrabajo por parte de los funcionarios del Tribunal de Justicia de Rio Grande do Norte

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Abstract: This article aims to present the perceptions of teleworking employees of the Court of Justice of Rio Grande do Norte (TJRN) regarding their Quality of Life in Telework (QVTe). This is an exploratory-descriptive study with a quantitative perspective. The target population included all TJRN employees who work in this mode, whether full-time or hybrid. The data were collected through a sociodemographic and occupational questionnaire and the Quality of Life in Telework Scale (EQVTe), both administered electronically via the Google Forms platform. A predominant profile of female employees (43.98 years on average) was identified, with high academic qualifications, 14.61 years of institutional employment, and an average workweek of 34.29 hours. QVTe was positively evaluated in the Self-Management, Infrastructure, and Technology factors, reflecting successful adaptation to remote work. However, the Institutional Context and Work Overload factors presented challenges, such as insufficient support and increased demands. The conclusion is that the TJRN telework model, while viable, requires improvements in institutional support and demand management. Implementation of digital disconnection protocols, mentoring for remote leadership, ergonomic support, and adapted productivity metrics are recommended.

Keywords: Quality of Life in Telework. Public Service. Court of Justice.

Resumo: O artigo tem por objetivo apresentar a percepção dos servidores do Tribunal de Justiça do Rio Grande do Norte (TJRN), que atuam em regime de teletrabalho, acerca da sua Qualidade de Vida no Teletrabalho (QVTe). Realizou-se um estudo exploratório-descritivo com perspectiva quantitativa. A população-alvo incluiu todos os servidores do TJRN que desempenham suas atividades nesse regime, seja integral ou híbrido. A coleta de dados foi realizada por meio de um questionário sociodemográfico e ocupacional e da Escala de Qualidade de Vida no Teletrabalho (EQVTe), ambos aplicados de forma eletrônica, via plataforma *Google Forms*. Identificou-se um perfil predominante de servidoras (43,98 anos em média), com alta qualificação acadêmica, 14,61 anos de vínculo institucional e jornada média de 34,29 horas semanais. A QVTe foi avaliada positivamente nos fatores Autogestão, Infraestrutura e Tecnologia, refletindo adaptação bem-sucedida ao trabalho remoto. Contudo, os fatores Contexto Institucional e Sobrecarga de Trabalho apresentaram desafios, como insuficiência de suporte e intensificação de

demandas. Conclui-se que o modelo de teletrabalho do TJRN, embora viável, demanda aprimoramentos em suporte institucional e gestão de demandas. Recomenda-se a implementação de protocolos de desconexão digital, mentoria para liderança remota, subsídios ergonômicos e métricas de produtividade adaptadas.

Palavras-chave: Qualidade de Vida no Teletrabalho. Serviço Público. Tribunal de Justiça.

Resumen: Este artículo tiene como objetivo presentar las percepciones de los empleados teletrabajadores del Tribunal de Justicia de Rio Grande do Norte (TJRN) sobre su Calidad de Vida en el Teletrabajo (QVTe). Se trata de un estudio exploratorio-descriptivo con una perspectiva cuantitativa. La población objetivo incluyó a todos los empleados de TJRN que trabajan en esta modalidad, ya sea a tiempo completo o híbrido. La recolección de datos se realizó a través de un cuestionario sociodemográfico y ocupacional y la Escala de Calidad de Vida en el Teletrabajo (EQVTe), ambos administrados electrónicamente a través de la plataforma Google Forms. Se identificó un perfil predominante de empleadas (43,98 años en promedio), con altas calificaciones académicas, 14,61 años de empleo institucional y una semana laboral promedio de 34,29 horas. QVTe fue evaluado positivamente en los factores de Autogestión, Infraestructura y Tecnología, lo que refleja una adaptación exitosa al trabajo remoto. Sin embargo, los factores Contexto Institucional y Sobrecarga de Trabajo presentaron desafíos, como apoyo insuficiente y aumento de demandas. La conclusión es que el modelo de teletrabajo de TJRN, si bien viable, requiere mejoras en el apoyo institucional y la gestión de la demanda. Se recomienda la implementación de protocolos de desconexión digital, mentoría para el liderazgo remoto, apoyo ergonómico y métricas de productividad adaptadas.

Palabras clave: Calidad de vida en el teletrabajo. Servicio público. Tribunal de Justicia.

Introduction

Telework, a topic currently in vogue due to its exponential use during and after the COVID-19 pandemic, has been debated both nationally and internationally. It has gained prominence in the public service due to the principle of efficiency in public administration, aiming for faster, lower-cost, and democratic service to the population (Filardi, Castro & Zanini, 2020). The Brazilian Federal Court of Accounts (TCU) is considered a pioneer in adopting this work modality, regulating it through Ordinance No. 139/2009, which, in its preamble, invokes the constitutional principle of efficiency and establishes clear guidelines for the implementation of telework in the institution. Subsequently, other public bodies began to allow managers to grant and employees to adopt this modality (Carmo Lucas & Santos, 2021; Carmo Moreira & Zuin, 2022; Coelho et al., 2022; Estrada, 2010; Filardi et al., 2020; Silva Júnior & Sousa, 2023). The Court of Justice of Rio Grande do Norte (TJRN), the setting for this research, is part of this context.

At TJRN, telework began discreetly, with little adherence and regulation, being implemented experimentally in 2019. The Telework Regime was officially instituted through Resolution No. 12, of April 10, 2019, which regulated its application within the institution. This resolution established rules and guidelines for the remote work of employees, aiming to provide flexibility and improve productivity, while seeking to guarantee the quality and continuity of judicial services (TJRN, 2019). However, in December 2020, the full telework modality was discontinued for employees of the Judiciary of the State of Rio Grande do Norte, because, due to the pandemic, most of the Court's workforce was already working remotely until August 2023. The modality was resumed through Resolution No. 11/2023, reestablishing the telework regime in the Rio Grande do Norte Judiciary, instituting new guidelines that observed the lessons learned during the COVID-19 pandemic, thus adapting them to the new needs and technological possibilities (TJRN, 2023a). Currently, employees can choose between three modalities: in-person, hybrid, and full telework.

Although telework was adopted as an emergency measure in several organizations during the COVID-19 pandemic, there is a notable scarcity of studies on its effects on the quality of life of

workers, especially in the work dimension (Jesus Pereira et al., 2021). This gap is especially evident in the public service, which includes the context of the TJRN, reinforcing the academic relevance of this study by contributing to a field of research that still needs further investigation for better comprehension. Furthermore, understanding the variables that affect the quality of work life (QWL) in telework modalities (hybrid and full-time) proves important for the development of management practices that promote healthy work environments. Within the scope of Brazilian courts of justice, which includes the TJRN, there is a lack of information on how these modalities impact the QWL of employees.

Hence, this study seeks to answer the following research question: “What perception do TJRN employees who work in full-time and part-time (hybrid) telework regimes have about their quality of work life in telework (QWL-T)?”.

To this end, the general objective is to evaluate the perception of TJRN employees who work in full-time and part-time (hybrid) telework regimes regarding their QWL-T. As specific objectives, it aims to describe the sociodemographic and occupational profile of these employees, identify the overall QWL score, and investigate the factors that most contribute to QWL in the investigated context.

Thus, this study is expected to help fill the identified gap by expanding knowledge about QWL-T in the public sector and supporting the development of management practices aimed at promoting healthier work environments.

Theoretical elements of the research

This section presents theoretical considerations on teleworking in the public sector and QWL-T, with an emphasis on studies conducted in the public sector that served as the basis for this research.

Teleworking in the public sector

Technological advances have created a scenario in which remote work becomes not only viable but also efficient. In the Brazilian public sector, this need has been intensified by the political, economic, and epidemiological transformations that the country has faced. The COVID-19 pandemic acted as a catalyst for the implementation of telework, demonstrating that many services could be maintained with a high level of efficiency outside of traditional office environments (Machado & Cunha Toledo, 2022). This period demonstrated that adapting to telework could lead to both increased productivity and reduced operational costs for public management.

In addition, changes in the political and economic landscape in Brazil have also driven the need to implement telework. Faced with economic crises and the need to cut public spending, telework has emerged as a viable solution to reduce operational costs without compromising the efficiency of services provided. The decrease in expenses with the maintenance of physical facilities, electricity consumption, and other fixed costs allowed for the reallocation of resources to priority areas, contributing to increased efficiency and quality of public services (Oliveira Mendes, Oliveira & Veiga, 2020).

Furthermore, the context of the pandemic highlighted the importance of the continuity of public services even in emergency situations, and teleworking proved to be a resilient solution to ensure the continuity of government operations (Silva & Brito, 2023). However, as the benefits become visible, advantages and disadvantages have also emerged that need to be better understood.

The benefits of teleworking in the public sector are vast and varied. Among the most relevant

is the increase in productivity. In addition, the reduction in operational costs constitutes a concrete benefit, since institutions can save on infrastructure expenses and office maintenance. Another positive aspect is the improvement in socio-environmental indicators, such as the reduction of pollution and paper use, contributing to more sustainable practices (Carmo Lucas & Santos, 2021; Costa, Alves Filho & Pessoa-de-Oliveira, 2024; Gama et al., 2023).

However, despite the numerous benefits, teleworking in the public sector faces challenges and controversies. One of the main resistances comes from the public institutions themselves and from the employees, who may harbor concerns about productivity outside of traditional work environments. There is also a need for clear regulations and well-defined policies to govern teleworking, ensuring that employees maintain high performance standards and that issues of accountability and confidentiality are properly addressed (Lelles & Lima, 2022).

Hence, effectiveness in the public sector requires scientific research and analyses regarding its impacts on public administration and organizational culture (Lelles & Lima, 2022). Thus, studies such as the one presented in this article can provide important data for the development of new telework arrangements that consider available technological tools, existing functions, current legislation, and the individual characteristics of workers.

Quality of life in telework

QWL-T refers to the remote work configuration focused on personal and institutional well-being, supported by individual respect and the promotion of the development of skills and life goals aligned with organizational productivity. According to Andrade (2020), QWL-T can be understood as "work performed outside the physical premises of the organization, using communication and information technologies, producing quality work, with the prevalence of positive emotions and moods, providing satisfaction and personal and professional fulfillment" (p. 55).

Despite the growing interest in the topic, scientific communications about QWL-T are still incipient (Bessa Júnior, 2023). Pioneering studies already indicated that telework impacts quality of life in multiple spheres, being mediated by individual, social, and organizational factors (Van Sell & Jacobs, 1994). More recently, the literature has highlighted that such impacts are structured in interdependent dimensions that encompass both objective and subjective aspects of the work experience in the remote context. Self-management in telework stands out among these dimensions, involving the worker's ability to organize their routine, establish boundaries between work and personal life, and maintain adequate levels of discipline and self-regulation. Unlike traditional QWL models, in which work control tends to be more institutionalized, in telework, this dimension takes center stage, since the individual begins to play an active role in managing their time, productivity, and well-being (Andrade, 2020).

Another relevant dimension is the context of telework, which encompasses organizational support, institutional recognition, team communication, and participation in decision-making. Although these aspects are already considered in classic QWL, they take on new contours in telework, especially due to technological mediation, which can both favor and hinder social integration, the feeling of belonging, and the perception of organizational justice (Bessa Júnior, 2023).

The work infrastructure is also a fundamental element of QWL-T, referring to the physical conditions of the environment in which the work is performed. In the remote context, these conditions cease to be the exclusive responsibility of the organization and become largely dependent on the individual possibilities of the worker, which can accentuate inequalities and directly impact comfort, health, and productivity (Bessa Júnior, 2023).

Complementarily, the technological structure is a central and distinctive dimension of QWL-T, involving access to adequate equipment, secure systems, and quality connections. This is an important advance in relation to traditional QWL models, which did not contemplate so explicitly the dependence on technological resources as a structuring condition of work activity (Andrade, 2020).

In turn, work overload (i.e., the increase in work demands, intensified work pace, and the difficulty of disconnecting) emerges as a critical point to be considered. Adding to this aspect, the issue of flexibility provided by teleworking can paradoxically favor the extension of working hours and the feeling of constant availability, which negatively impacts health and well-being. Thus, this dimension highlights tensions inherent to remote work, especially regarding the management of boundaries between professional and personal life (Andrade, 2020).

Therefore, by articulating dimensions that encompass everything from individual to structural and technological aspects, QWL-T represents an advance over traditional QWL models, capturing the specificities, challenges, and potential of contemporary work mediated by digital technologies (Andrade, 2020; Bessa Júnior, 2023).

The impact of teleworking on health and quality of life is also related to the difficulty of separating the boundaries between work and personal life, intensified by the expectation of constant availability. This reconciliation is particularly challenging, and factors such as age, marital status, and economic condition influence this process (Vayre et al., 2022; Masilionytė, 2021). Thus, the adoption of teleworking brings specific challenges, requiring institutions to assess the individual adaptation of employees to avoid harm to their quality of life (Guidelli & Bresciani, 2010). The perception of improvements in physical and mental well-being tends to increase the preference for this modality, while overload can limit this choice (Sanhokwe, 2023). In this context, organizations must identify the difficulties faced by workers and propose medium- and long-term solutions for the effective implementation of QWL-T.

Methodological elements of the research

The population of this study consisted of all TJRN employees who perform their work activities in a telework modality, either in a hybrid (partial) or full-time format. Altogether, 1,352 employees were in hybrid work modality up to the start of data collection, of which 161 were seconded, 424 were commissioned, 436 were permanent, 76 were permanent with commission, and 255 were permanent with a function. In the fully telework modality, there were 94 employees, of whom three were seconded, 30 were commissioned, and 57 were permanent. The inclusion criteria were being in telework, either in a full or hybrid modality, and agreeing to participate in the research by completing an informed consent form. The exclusion criterion was not being a permanent employee (i.e., being an intern or outsourced worker). Thus, the target population for this study totaled 1,446 people, which supported the sample calculation, reaching a sample size of 211 individuals, according to calculations made by the virtual calculator, with a 5% margin of error and a 95% confidence level, from the website: www.comentto.com.

This study did not use a formal stratified probability sampling procedure. The data collection strategy sought to encompass the entire eligible population, since the questionnaire was sent to all TJRN employees working remotely in either full-time or hybrid modality. In this sense, the only analytical distinction previously considered was the type of remote work performed (full-time vs. hybrid), used as a comparison criterion between the groups.

Although there was no sample stratification, the main subgroups of interest, especially regarding the different types of remote work, were included in the sample. Furthermore, the number

of respondents exceeded the minimum quantity estimated in the sample calculation, which contributes to the greater robustness and reliability of the results.

Data were collected with a sociodemographic and occupational questionnaire and the Quality of Life in Telework Scale (QWLTS) developed by Andrade (2020), chosen because it had already been used in research on QWL-T, including in the public service (Valesco; Pantoja; Oliveira, 2023; Muniz Fayad; Nunes, 2023; Pantoja; Andrade; Oliveira, 2020; Paschoal et al., 2022; Reis; Gomes-Souza; Pantoja, 2024).

The QWLTS has 27 items and is structured in five factors: Telework self-management ($\alpha = 0.837$); Telework context ($\alpha = 0.792$); Work infrastructure ($\alpha = 0.792$); Technological structure ($\alpha = 0.889$); and Work overload ($\alpha = 0.734$). Participants answered the instrument items based on an 11-point Likert scale, ranging from total disagreement (0) to total agreement (10). This means that the closer the answer is to 0, the lower the participant's agreement, and the closer to 10, the higher their agreement with each question. According to Silva (2023), the point chosen on the scale locates the respondent's perception in one of the three zones of Ferreira's (2011) psychometric mapping: Dominant Distress (0.0 to 3.9); Transition Zone (4.0 to 5.9); and Dominant Well-being (6.0 to 10), as detailed in Figure 1.

Figure 1 – QWLTS psychometric mapping

Figure 1. QWERS psychometric mapping										
Totally disagree					Totally agree					
0	1	2	3	4	5	6	7	8	9	10
---- 0 – 0.9	--- 1 – 1.9	-- 2 – 2.9	- 3 – 3.9	Negative Trend 4 – 4.9	Positive Trend 5 – 5.9	+ 6 – 6.9	++ 7 – 7.9	+++ 8 – 8.9	++++ 9 – 10	
Intense Distress		Moderate Distress		Transition Zone		Moderate Well-being		Intense Well-being		
Dominant Distress						Dominant Well-being				
Risk of illness				State of alert		Health Promotion				
Negative result highlighting the prevalence of workplace distress. Representations that need to be transformed in the work environment.				Median result. Indicator of a "borderline situation," with coexisting distress and well-being at work.		Positive result highlighting the predominance of representations of well-being at work. These representations should be maintained and consolidated in the workplace.				

Source: Adapted from Andrade (2020, p. 108) and Ferreira (2011, p. 210).

It is worth highlighting that, specifically in Work Overload, the logic for interpreting the scores is reversed compared to the other QWLTS factors. In this case, values closer to 0.0 to 3.9 correspond to Dominant Well-being, indicating low perceived overload. Scores between 4.0 and 5.9 characterize the Transition Zone, and those close to 6.0 to 10 represent Dominant Distress, signaling greater overload and, therefore, a greater risk of negative impact on QWL-T.

The data collection protocol was structured in electronic format on Google Forms. The researchers requested from TJRN's Human Resources Department the functional emails of the employees working remotely, both full-time and hybrid, to send them the protocol. They provided this information only after analysis and opinion from TJRN's Personal Data Protection Management Committee, formalized in PROCESS 04101.007411/2025-59, via the SIGAJUS system. With the

authorizations obtained, invitations were sent to the listed employees on February 20, 2025, containing in the body of the email a brief presentation of the research, the link to the informed consent form, and access to the questionnaire. Those interested in participating could click on the link and answer the form. Furthermore, the research was submitted to the Ethics Committee of the Federal University of Rio Grande do Norte (UFRN) and approved according to opinion no. 84724924.8.0000.553, issued on January 27, 2025, after which the research began.

The data were analyzed with the aid of SPSS software, version 25. Initially, the sample profile was drawn up using descriptive statistics, including frequencies, percentages, and measures of central tendency and dispersion. Then, the QWLTS results were presented using statistical procedures that classified the QWL-T levels based on the mean score in three zones of Ferreira's (2011) psychometric mapping: Dominant Distress (0.0 to 3.9), Transition Zone (4.0 to 5.9), and Dominant Well-being (6.0 to 10).

Presentation and discussion of the results

For better organization and systematization of the results, and following the established objectives, the sociodemographic and occupational aspects of the sample are presented below, followed by the evaluation of the QWL-T among TJRN employees.

Sociodemographic and occupational aspects

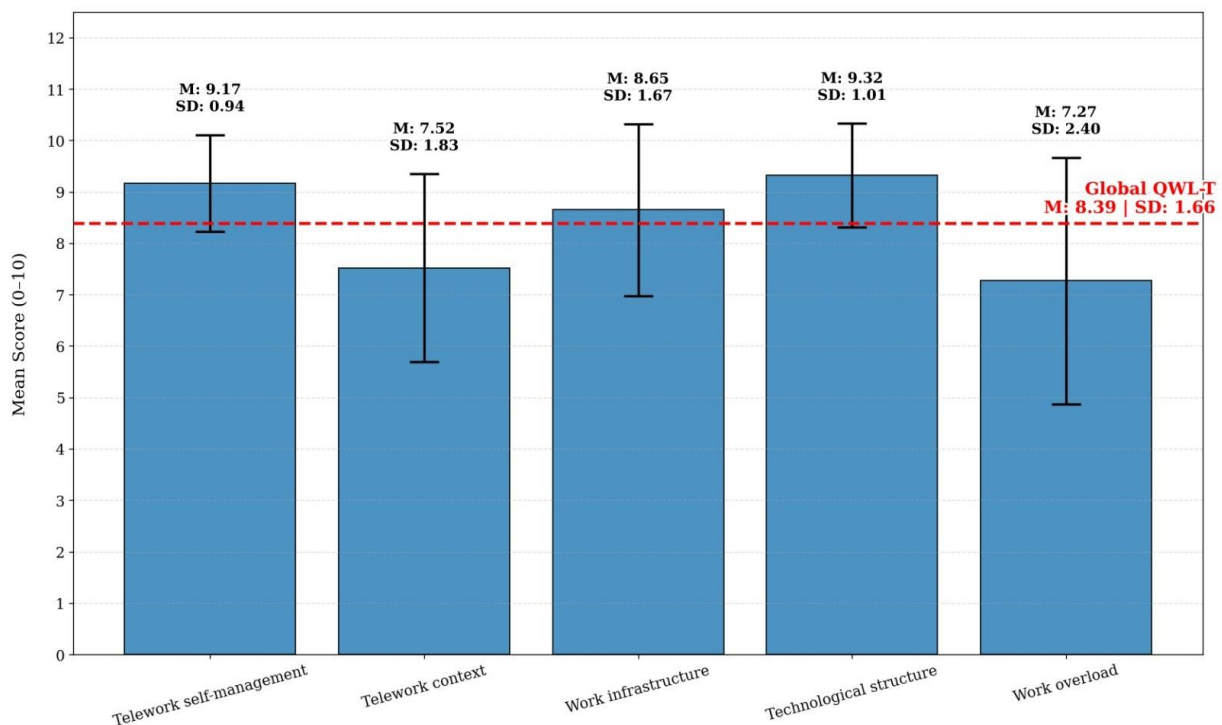
After the research protocol was made available, the sample consisted of 228 employees who completed it correctly. The sociodemographic profile of this sample proved to be heterogeneous and with characteristics relevant to understanding the QWL-T. Most participants are female (55.7%), with a mean age of 43.98 years (SD = 10.26). A notable concentration of 35.1% is in the 40-49 age range and 28.1% in the 50-59 age range. In terms of education, a high level of qualification is observed: 64.5% have a postgraduate specialization, 22.4% a bachelor's degree, 10.1% a master's degree, 2.2% a high school diploma, and 0.9% a doctorate. Regarding marital status, 64% are married or in a domestic partnership; 26.8% are single; 8.3% divorced; and 0.9% widowed. The presence of children was reported by 58.8%, and 53.5% live with three to four family members (usually a couple and children). This configuration can pose challenges to the balance between work and home life, even more so considering that 63.2% declared themselves as the main financial providers of the household.

From an occupational standpoint, the average workweek was 34.29 hours (SD = 9.80), ranging from 7 to 60 hours; 46.9% worked from 31 to 39 hours, and 39.9% from 40 to 44 hours, indicating a mostly intense routine. The average length of service at the institution was 14.61 years (SD = 9.0), with 38.6% having worked there for 11 to 20 years, revealing consolidated experience. Regarding work arrangements, 85.5% work in a hybrid model, and 14.5% in a full-time model. Employment relationships are predominantly statutory (56.6%), with 33.8% in commissioned positions, and 8.8% seconded. In terms of positions, 52.2% are Judicial Analysts, 1.3% Magistrates, and 43.0% in other functions. Gratified functions are performed by 36.4%, and management, coordination, or leadership positions by 16.7%, evidencing a lighter hierarchical structure and a prevalence of operational functions. Moreover, 39.9% of hybrid workers spend up to 30 minutes, 28.1% from 30 minutes to 1 hour, and 7.0% more than 2 hours in their daily commute, revealing logistical challenges even in flexible models.

Assessment of QWL-T at the TJRN

As shown in Figure 2, the overall QWL-T score, obtained by averaging its component factors, was 8.39 (SD = 1.66), indicating a generally favorable assessment of the remote model adopted by the institution. The results presented in Figure 2 indicate predominantly positive assessments in Telework Self-Management (M = 9.17; SD = 0.94), Telework Infrastructure (M = 8.65; SD = 1.67), and Technological Structure (M = 9.32; SD = 1.01). Conversely, Telework Context (M = 7.52; SD = 1.83) and Work Overload (M = 7.27; SD = 2.40) had greater response dispersion, suggesting more heterogeneous perceptions among employees – i.e., while some experienced favorable experiences, others reported more intense dissatisfaction in these domains.

Figure 2 - Mean scores of the factors that make up the Quality of Life in Telework among TJRN employees (N = 228)



Source: Developed by the authors (2025).

A more detailed analysis by factor is presented in Table 1.

Table 1 - Mean scores, standard deviation, and percentage distribution by response categories in the factors

Variable	Mean	Standard deviation	Frequency intervals (%)				
			Intense Distress	Moderate Distress	Transition Zone	Moderate Well-being	Intense Well-being
Telework self-management	9.17	0.94	-	-	1.3	5.3	93.0
Telework context	7.52	1.83	0.4	4.4	11.8	28.5	47.8
Telework infrastructure	8.65	1.67	0.4	2.2	4.8	14.9	77.6

Technological structure	9.32	1.01	-	-	1.3	6.1	92.5
Work overload	7.27	2.40	3.9	5.3	15.4	28.1	47.4

Source: Research data (2025).

Telework Self-management stands out, showing a very positive perception, with over 93.0% of respondents classified in Intense Well-being across all items. No respondent was in Intense Distress or Moderate Distress, revealing that TJRN professionals constitute the group with the highest average among the compared studies. In contrast, the research by Barreto and Demo (2025), with public servants in general, presents a much lower average (M: 4.43; SD: 0.64), indicating less satisfaction with their own organizational capacity and autonomy in remote contexts. The study by Fayad and Nunes (2023), with professors and technicians from the University of Brasília (UnB), is close to that of TJRN (M: 8.26; SD: 2.26), suggesting that institutional environments with better support structures may favor self-management. These results indicate that the perception of self-management in telework may be closely associated with institutional conditions and organizational maturity in the face of remote work, benefiting contexts with greater investment in support and autonomy policies.

The Telework Context, which encompasses perceptions about institutional aspects, hierarchical relationships, support, and recognition in the remote work regime, presents an average of 7.52 (SD: 1.83), indicating a positive perception among employees regarding the institutional environment that supports remote work, albeit with less emphasis than self-management and technological structure. The data reveal a heterogeneous experience among participants: 47.8% classified themselves in Intense Well-being, while 11.8% were in the Transition Zone, and 4.8% reported some degree of Distress (moderate or intense). These results indicate that, although most perceive the institutional context positively, challenges related to organizational support in telework persist. Fayad and Nunes (2023) point to a similar average at UnB (M: 6.96; SD: 3.06), but with great dispersion, suggesting diverse experiences among professionals. Reis et al. (2024) (M: 5.53) and, above all, Barreto and Demo (2025) (M: 3.84; SD: 0.75) reveal more critical scenarios, with low levels of organizational support, communication failures, and weak appreciation of telework. The comparison demonstrates that, although TJRN can still advance in aspects such as organizational culture and continuous support, it already stands out compared to other public institutions.

The Work Infrastructure, which assesses the material and environmental conditions for carrying out remote activities, shows predominantly positive perceptions, with 77.6% of responses in Intense Well-being, indicating that most employees have adequate resources for teleworking. The high average in this factor (M: 8.65; SD: 1.67) signals that employees have good physical conditions to perform their activities remotely, such as adequate furniture, a quiet environment, and ergonomic comfort. Fayad and Nunes (2023) also point to a positive evaluation among UnB's faculty and staff (M: 7.70; SD: 2.75), although with greater variability, which may indicate inequality in individual conditions. The results of Barreto and Demo (2025) (M: 4.24; SD: 0.81) and, more markedly, of Paschoal et al. (2022) (M: 3.17; DP: 1.24) reveal serious limitations, especially among public school teachers. The comparison shows that the quality of the work infrastructure is directly influenced by the level of institutional support and the resources made available to workers.

The Technological Structure, responsible for evaluating the adequacy of digital resources and connectivity in telework, presented quite positive results (M: 9.32; SD: 1.01), with 92.5% of responses concentrated in Intense Well-being, indicating that the available technological infrastructure effectively meets the work demands in the study sample. A similar result is observed at UnB, according to Fayad and Nunes (2023), whose average (M: 8.20; SD: 2.24) also denotes good technological

conditions. In contrast, studies such as that of Barreto and Demo (2025) reveal a lower perception (M: 4.42; SD: 0.77), pointing to important limitations in the resources available to public servants in general. Reis et al. (2024) present an intermediate average (M: 5.36), pointing to a functional infrastructure, but with deficiencies that impact the experience of remote work among university professors. The comparison reinforces the hypothesis that institutions such as TJRN and UnB have stood out for their investment in information technology and technical support, crucial factors for good performance in telework.

Work Overload, which assesses the intensification of demands, the increased pressure for results, and the effort required in the remote work regime, was the most critical of all, with 47.4% of participants situated in Intense Distress, and only 3.9% in Intense Well-being, highlighting negative experiences associated with the intensification of work. It is important to remember that, as explained in the Methods, the values of the items in this factor are reversed due to the negative meaning they present – i.e., the more one agrees, the closer the item is to the distress zone. With an overall average of 7.27 (SD = 2.40), TJRN presents a high perception of overload, although slightly lower than that recorded by Reis et al. (2024) among university professors (7.31) and similar to that of Fayad and Nunes (2023) at UnB (M: 6.95; SD: 2.99). Paschoal et al. (2022), although with a lower average (M: 3.86; SD: 0.98), point to high levels of exhaustion, considering the logic of the scale. In the case of Barreto and Demo (2025), the average of 2.45 (SD: 0.88) probably reflects an inversion in the coding of the scale, which would also suggest high overload.

Final Considerations

The study revealed a sociodemographic and occupational profile marked by particularities that interact directly with the dynamics of remote work, highlighting a predominantly female sample with a mean age of 43.98 years and high academic qualifications. This profile, associated with a mean workweek of 34.29 hours and 14.61 years of service at the TJRN, constitutes a group of experienced and institutionally consolidated professionals, whose sociodemographic and occupational characteristics were described, thus fulfilling the first specific objective.

The QWL-T assessment showed mostly positive perceptions, with emphasis on Telework Self-Management, Work Infrastructure, and Technological Structure, which reflect a successful adaptation to the remote work regime. However, Telework Context and Work Overload had greater dispersion, indicating specific challenges, such as dissatisfaction with institutional support and the intensification of demands. These results demonstrate that, although telework at TJRN is evaluated more favorably, lingering critical issues demand attention, especially regarding the balance between autonomy and pressure for results.

From a theoretical standpoint, this study contributes by expanding the empirical evidence on QWL-T in the context of the Brazilian public sector, especially within the Judiciary, which is still little explored in the literature. Moreover, the results corroborate and refine theoretical QWL-T models by highlighting the coexistence of positive (self-management and infrastructure) and critical dimensions (overload and institutional support), reinforcing the multifaceted nature of telework and the need for integrated analytical approaches.

Empirically, the findings offer relevant subsidies for Brazilian public management, indicating that effective telework policies should go beyond technological provision, also including strategies for demand management, overload monitoring, and strengthening institutional support. In the context of the TJRN and public agencies with similar characteristics, the results suggest that improving these dimensions can enhance the benefits of telework, promoting not only greater productivity but also

better health and well-being for employees.

In terms of study limitations, it is recognized that the sample, although representative, may reflect a self-selection bias, favoring employees with polarized perceptions about telework. Furthermore, the cross-sectional nature of the study limits causal inferences, and the specific context of the TJRN, with its consolidated technological structure and mature age profile, requires caution in generalizing the results. The following are proposed for future research: longitudinal studies that assess the impact of QWL-T policies over time; comparative investigations between courts to identify replicable best practices; and analyses of the mediating role of telework management in mitigating overload in quantitative and, above all, qualitative approaches.

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