



**"ΝΕΕΣ ΠΡΟΚΛΗΣΕΙΣ ΠΟΥ ΘΕΤΕΙ Η ΠΑΝΔΗΜΙΑ ΣΤΗΝ ΕΡΓΑΣΙΑ, ΤΗΝ ΑΠΑΣΧΟΛΗΣΗ ΚΑΙ ΤΗΝ
ΕΝΗΜΕΡΩΣΗ ΚΑΙ ΔΙΑΒΟΥΛΕΥΣΗ**

Η Σημασία του Δικαιώματος Αποσύνδεσης

Κόνιαρης Βασίλης

Τμήμα Διεθνών και Ευρωπαϊκών Σπουδών Πανεπιστήμιο Μακεδονίας

A great time to be a researcher

- Current labour laws regulating maximum hours of work are insufficient based on ambiguities around working place/time
- Dematerialisation of Workplace and Working Time
- Definition of working time: “any period during which the worker is working, at the **employer's disposal** and carrying out his activity or duties, in accordance with national laws and/or practice” (Art. 2 WTD).

	Potential positive outcome	Potential negative outcome
Recruitment, training and career development	Increased inclusiveness in access to employment, training and career development	Discrimination
Costs	Reduced commuting costs	Increase costs related to setting and maintenance of workstation, use of digital tools
Control and monitoring	Trust-based relationship with supervisor based on higher autonomy	Intrusive control, surveillance and monitoring, including privacy
Working time and work-life balance	Reduced commuting time; Increased autonomy in the organisation of tasks and working time; Better work-life balance	"Autonomy paradox"; increased working time devoted to communication; extended availability; blurring boundaries
Individual performance	Improved performance (less interruptions because of immediate requests from co-workers, less role conflicts, etc.)	Decreased performance (multitasking requests leading to interruptions; additional workload for coordination with co-workers and supervisor; information and non-verbal overload)
Job satisfaction	Increased job satisfaction	Reduced job satisfaction because loneliness, weakened social support and professional isolation
Health and wellbeing	Increased wellbeing and health	Poor ergonomic conditions; mental health issues related to increased work stress; virtual presenteeism
Participation in work organisation	More participation in decision-making because of trust-based relationship with supervisor	Less participation in decision-making due to exclusion from formal and informal communication and information exchanges in the workplace
Collective participation/voice	New opportunities for collective participation through digital tools	Fewer opportunities to receive support from workers' representatives (work councils, trade unions, etc) and to be elected as worker representative

	Potential positive outcome	Potential negative outcome
Recruitment, training and career development	Enhanced access to talent worldwide Increased opportunities to attract and retain highly skilled professionals	Difficulties for integrating in-office and teleworking employees Increased difficulties for sustaining organisational culture and workers' attachment
Individual performance and overall productivity	Higher individual performance through management based on trust and higher autonomy Improved work organisation and supervision through digital tools Overall productivity gains	Increased difficulties for knowledge sharing and innovation Increased difficulties for organising work processes based on high task interdependence Increased efforts devoted to organise and supervise work Increased risk of dysfunctional management approaches (e.g. intrusive control practices) leading to lower performance Overall productivity losses
Cost	Reduced costs in real estate, office space, supplies and other overheads	Higher costs for compensating employees' telework expenses
Occupational health and safety	Lower sick leave due to higher satisfaction with job and improved wellbeing	Increased risks related to responsibility for occupational safety and health, including higher efforts and costs for risk assessment, OSH management and liability in case of accidents Higher sick leave due to higher exposure to psychosocial risks and physical risks

Society

- Flexible-working-for-all' policies: safety and well-being supportive legislation
- Rights and responsibilities of flexible working
- Access to information infrastructures – 'knowledge highways'
- Avoidance of digital divide

Employees

- New competences: digital skills, social relational skills
- Self-management and leadership → job crafting → coping
- Recovery from homework – right to disconnect, time for reflection

Team

- Group interaction practices
- Team job crafting
- Team contract

Management/leadership

- Tools for working from home (and other places)
- Costs of working at home (premises etc.)
- New leadership practices: leading remotely
- Support: knowledge, software guidance, well-being
- Policies and guidelines for telework
- Flexible working policies
- Communication practices
- Rethinking how to use office spaces
- Rethinking productivity and effectiveness indicators

DIGITAL SPACE:
tools,
apps

SOCIAL SPACE:
group
process,
support,
trust

TIME:
when,
how
long and
often

PHYSICAL SPACE:
location,
workplace,
mobility

Implementing hybrid work and working context

EU and telework

- Italy
 - Smart working is primarily characterized by the absence of place and time constraints and also by an organization by phases, cycles and objectives agreed between the worker and employer, and it is a form of hybrid work, with a flexible approach that allows employees to split their time between working in the office and working from other places.
- Ireland
 - Making Remote Work (2021)
- France
 - Indirect right is implemented within the framework of « compulsory » collective bargaining on the quality of life at work: this concerns companies with 50 or more employees and at least one trade union delegate. There are no sanctions for the employer who has not implemented the legal provisions on the right to disconnect.
- Germany
 - Flexibilization of Working Hours Act
 - “In addition, we want a limited possibility to deviate from the currently existing regulations of the Working Time Act with regard to the maximum daily working time, if collective agreements or company agreements provide for this

Research paradoxes

Flexibility

- Flexibility leads to overtime
Increase in unpaid overtime
Flexitime and the Great Resignation

Teleworking and overtime

- Multitasking
Less breaks
Mental spillover

Working time autonomy

- Workers use the freedom and control over their work to enhance their competitive edge /market chances to better perform the ideal worker norm
Self-exploitation (job is not considered a way to earn a living but to self fulfillment)

The need to disconnect (for all)

- Right to disconnect may provide an artificial boundary, help shift cultural norms and expectations
- –time boundaries are blurred –question of **what is working time? And When is working time?**
- **culture may exacerbate the long hours working pattern**
- bound to develop –not only by managers (adding more work/discounting certain hours), but also as a downward spiral of increased competition/culture among workers –*expectation changes*
- Enabling a right to REST (Chung, 2022) → mandated and protected time away from work – both physically and mentally This does NOT mean that workers lose their flexibility – as workers CAN do work, but there is no expectations