

Remote work: Job satisfaction and productivity in local government – a case study of the municipality of Argos-Mycenae in Greece

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Abstract: The shift to remote work has significantly transformed modern workplaces, including public administration. This study examines the impact of remote work on job satisfaction and productivity in local government organizations (O.T.A.), focusing on a case study of the Municipality of Argos-Mycenae. A questionnaire survey of 120 municipal employees from Argos-Mycenae was conducted, utilizing descriptive and inferential statistical methods, including t-tests and one-way ANOVA. After coding the data, analysis was performed using SPSS version 26 software. The findings indicate that remote work enhances job satisfaction by providing flexibility and improving work-life balance. However, challenges such as technological limitations, communication barriers, and reduced managerial oversight negatively impact productivity. The study emphasizes the need for improved digital infrastructure, clear telecommuting policies, and ongoing employee training to optimize remote work in local government. This research contributes to the ongoing discussion on public sector telecommuting by offering practical recommendations for enhancing workplace efficiency while maintaining employee well-being. The findings can inform policymakers and municipal leaders in designing effective remote work strategies.

Keywords: Job satisfaction, Local government, Municipality of argos-mycenae, Productivity, Public administration, Remote work.

1. Introduction

The concept of remote work (telecommuting), though initially associated with the private sector and knowledge-based professions, has increasingly gained relevance in the public administration domain, especially after the COVID-19 pandemic. Remote work refers to a flexible work arrangement where employees perform their duties outside of traditional office environments, often from home, utilizing digital technologies for communication and task management [1]. While its benefits in flexibility and work-life balance have been extensively documented, the implications for public sector productivity and service delivery remain underexplored.

A substantial body of research suggests that remote work is positively correlated with job satisfaction, primarily due to increased autonomy, reduced commuting time, and improved work-life integration [2]. In the public sector, however, job satisfaction also depends on bureaucratic structure, organizational culture, and the nature of public service motivation [3].

Remote work has become an integral part of modern work environments, especially following the global shift prompted by the COVID-19 pandemic. This transition has significantly influenced employees' job satisfaction and productivity across various sectors, including public administration. In the context of Local Government Organizations (O.T.A.) in Greece, remote work presents both opportunities and challenges, affecting employees' efficiency, motivation, and overall work experience.

This study examines the impact of remote work on job satisfaction and productivity within local government, with a specific focus on the Municipality of Argos-Mycenae. By exploring employees'

perceptions, benefits, and obstacles related to remote work, this research aims to provide valuable insights into the effectiveness of telecommuting in municipal services. The findings could contribute to the development of policies and strategies that enhance work performance while maintaining employee well-being in the public sector.

2. Literature Review

The impact of remote work on job satisfaction and productivity has been widely studied in both private and public sector organizations. This section reviews key theoretical perspectives and empirical findings related to remote work, job satisfaction, and productivity, with a focus on local government settings.

Remote work, also known as telecommuting, refers to performing job tasks outside a traditional office environment using digital technology [4]. The concept gained prominence in the late 20th century with advances in information and communication technologies (ICTs) and became essential during the COVID-19 pandemic. While initially perceived as a flexibility-enhancing practice, recent research highlights both its benefits and challenges, particularly in public administration [5].

Job satisfaction is a crucial factor influencing employee well-being and organizational performance. Studies suggest that remote work can enhance job satisfaction by offering flexibility, reducing commuting time, and improving work-life balance [6]. However, other research indicates that isolation, lack of supervision, and communication barriers may negatively affect employees' engagement and satisfaction [7]. In the public sector, employees' perceptions of remote work vary, depending on factors such as digital readiness, organizational culture, and leadership support.

The relationship between remote work and productivity is complex and influenced by multiple factors, including job nature, technological infrastructure, and employee autonomy. While some studies report increased productivity due to fewer workplace distractions and greater autonomy, others highlight challenges such as difficulty in teamwork, decreased motivation, and reduced managerial oversight [8]. In local government organizations, ensuring consistent delivery service while maintaining efficiency poses additional challenges for remote work policies.

Public sector remote work differs from private sector experiences due to bureaucratic structures, regulatory constraints, and service-oriented functions. Research indicates that remote work in local government organizations can be effective when combined with digital transformation, proper leadership, and employee training [9]. However, concerns about accountability, data security, and performance evaluation remain significant.

In Greece, the implementation of remote work in public administration has been relatively recent, with the pandemic accelerating its adoption [10]. While some municipalities successfully adapted to telecommuting, others faced difficulties due to inadequate digital infrastructure and resistance to change. The Municipality of Argos-Mycenae presents a relevant case for examining the impact of remote work on local government employees, as it represents a mid-sized municipality with diverse administrative functions.

The existing literature underscores the dual impact of remote work on job satisfaction and productivity, particularly in public sector organizations. While benefits such as flexibility and autonomy are evident, challenges related to supervision, communication, and organizational culture must be addressed. This study aims to contribute to the ongoing discussion by exploring the specific case of the Municipality of Argos-Mycenae, providing insights into how local governments can optimize telecommuting practices.

3. Methodology

This study employed a questionnaire survey and quantitative research techniques to investigate the impact of remote work on job satisfaction and productivity among employees of the Municipality of Argos-Mycenae. A convenience sampling approach was followed, and the sample size was N=120. All participants were informed about the purpose of the study and informed consent was obtained prior to

participation. Anonymity and confidentiality were strictly maintained. The research received approval from the appropriate academic ethics committee in line with GDPR and national data protection regulations. Limitations include the potential for self-reporting bias in the survey and the limited generalizability of the findings due to the single-case nature of the research. However, the case study of the Municipality of Argos-Mycenae provides valuable insights relevant to similar local government entities.

4. Findings

The employees of the Municipality of Argos-Mycenae believe that remote work can provide them with useful skills, while they do not seem to consider that their cooperation with their colleagues is very good in the context of remote work, while the same applies to the cooperation with superiors. Their belief that through remote working they can offer more as well as that remote working is able to benefit their professional training is at moderate levels.

In addition, they moderately believe that they have sufficient technical knowledge to complete their work from home, as well as whether they have the necessary authorization to carry out their work from home. They also moderately believe that working from home is able to help them make better use of their time since they are not distracted from their work, while their opinion regarding the benefits of working from home, as well as the greater degree of motivation for working from home, is below average, while they do not seem to believe that the quality of the work they provide from home is better.

Finally, the findings also showed that challenges such as technological limitations, communication barriers and reduced managerial oversight can significantly impact productivity.

Remote work seems to be a new reality for many services that are still in the process of adapting to the new situation. This requires time but also the best training and support for employees so that they can carry out their work effectively and qualitatively and in an environment that enhances job satisfaction levels. Such a process certainly requires time but also perseverance and patience from all parties involved. For this reason, it is beneficial to study the attitudes of employees of the specific municipality towards remote work so that appropriate decisions can be made by those responsible so that this specific process can be properly supported since it provides the possibility of flexibility for both the municipality and the employees.

5. Suggestions for Policy Improvement

Based on the results of this study, we believe that the successful implementation of remote work in Local Government Organizations (O.T.A.) such as the Municipality of Argos-Mycenae requires a multi-level approach that addresses infrastructure, policy, training, and cultural readiness. By adopting these implementation steps, local governments can not only improve employee satisfaction and retention but also enhance service delivery, resilience, and modernization efforts. The Municipality of Argos-Mycenae can serve as a model for other municipalities aiming to transition toward more flexible, digital, and sustainable working environments.

To enhance the effectiveness of remote work in the Municipality of Argos-Mycenae and similar local government organizations, it is recommended to implement a hybrid work model that balances flexibility with operational efficiency. This model should include:

1. Improved Digital Infrastructure: Invest in secure cloud-based platforms, VPNs, and collaborative tools to streamline remote operations.
2. Clear Remote Work Policies: Define eligibility criteria, performance metrics, and data security protocols to ensure accountability and efficiency.
3. Employee Training and Support: Offer training on digital skills, time management, and remote collaboration for both employees and managers.
4. Enhanced Communication Strategies: Establish regular virtual check-ins, feedback mechanisms, and employee well-being initiatives to maintain engagement.

5. Continuous Evaluation and Adaptation: Conduct periodic assessments through surveys and productivity tracking to refine policies based on employee and organizational needs.

By implementing these measures, the municipality can maximize the benefits of remote work while mitigating its challenges, leading to improved job satisfaction, productivity, and service delivery.

6. Conclusion

The implementation of remote work in Local Government Organizations (O.T.A.), particularly in the Municipality of Argos-Mycenae, has introduced both opportunities and challenges in terms of job satisfaction and productivity. This study highlights that while telecommuting offers benefits such as flexibility and improved work-life balance, it also presents technological, communication and managerial challenges that must be addressed for effective policy implementation.

Findings indicate that job satisfaction tends to increase when employees have access to proper digital tools and clear work expectations. However, productivity can be affected by factors such as inadequate digital infrastructure, lack of supervision, and difficulties in teamwork. To optimize remote work within local government, a structured approach is needed, including investments in technology, clear telecommuting policies, continuous employee training, and enhanced communication strategies.

By adopting a hybrid work model that balances in-office and remote work, local governments can enhance employee well-being while maintaining service efficiency. The recommendations derived from this study provide a framework for municipal policymakers and administrators to develop sustainable telecommuting practices that support both organizational goals and workforce satisfaction.

Future research could explore the long-term effects of remote work in public administration, comparative studies with other municipalities, and the impact of digital transformation on local government operations. As remote work continues to evolve, adapting policies based on empirical findings will be essential to ensure its success in the public sector.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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