

The challenges in the implementation of telework in the courts of justice after Covid-19

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ABSTRACT

After the great adoption of telework in public agencies during the COVID-19 pandemic, Resolution No. 481 of the National Council of Justice was issued in November 2022, which determined the return of Judiciary employees to the face-to-face work regime. In view of the dissatisfaction caused and the possible invasion of the autonomy of the Courts of Justice, this Literature Review was carried out in order to verify the current scientific panorama on the benefits of telework in the public service. The research method adopted was the analysis of scientific articles in the bibliographic collection "SCOPUS" and "Web of Science" databases, which were duly filtered and studied, using the "Parsif.al" platform. In the end, 12 relevant articles were identified, from which it was extracted that the telework regime presents numerous benefits to the institution and to the adoptive employees, highlighting the need to control results and the emotional health of workers so that it can be a tool aimed at the efficiency of the State in a lasting application. It is expected, with this research, to create a bibliographic collection indicating the benefits of the adoption of this work regime in public agencies, enabling, in the future, an adaptation of resolution No. 481 of the CNJ, to enable a greater part of the servers to work remotely. It can also be used by managers in the formulation of future public policies.

Keywords: Remote work, Productivity, Government, Public servant, Justice.

INTRODUCTION

After the COVID-19 scenario faced worldwide, there was a great movement for the adoption of telework as an alternative to the crisis, and this modality is also used expressively in Brazilian government agencies, to ensure the provision of public service to society.

The implementation of this work regime in the public service has taken place in several sectors, since its benefits include the continuity of services, enabling activities and functions to be carried out even in crisis situations (FÍLARDÍ; DE CASTRO; ZANÍNÍ, 2020).

Likewise, the judiciary adhered to telework in the specified period, in order to ensure the continuity of judicial services and the safety of those involved in the judicial process, since this model uses different technologies to modify the established work structure, covering various economic, social, organizational, environmental and legal aspects (SAKUDA; VASCONCELOS, 2005).

However, due to the issuance of Resolution No. 481 of the National Council of Justice (2022), there was a dismantling of all the infrastructure made available to the management of this work model by

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determination of a national directive, which apparently contradicts the principles of Public Administration. One can mention, for example, the determination to return to exclusively face-to-face audience models and the mass return of servers to the face-to-face regime.

This resolution may indicate a possible setback for the Brazilian judiciary, since for many Courts of Justice the telepresence work model represented a true act of management, as well as for any public service body, for which many adjustments were made to make its practice viable, spending large amounts to achieve this end (MOURABIT, 2017).

The National Council of Justice (CNJ) is an organ of the Brazilian Judiciary, as established by the Federal Constitution of 1988, responsible for controlling the administrative and financial performance of the Judiciary and for improving the judicial service. According to the CNJ's official website, the body aims to ensure the efficiency, transparency and quality of the Judiciary's service, in addition to improving judicial management and democratizing access to justice ((CONSELHO NACIONAL DE JUSTIÇA 2023).

To achieve these objectives, the CNJ develops several activities, such as the establishment of guidelines and regulations to guide the functioning of the judicial system, the supervision of compliance with these guidelines by the courts, the conduct of inspections and evaluations in judicial institutions, and the promotion of improvement programs for judges and employees of the Judiciary, as extracted from Resolution 125 of the National Council of Justice (2010).

Thus, it is possible to affirm that the CNJ has a fundamental role in ensuring the efficiency, transparency and quality of the service provided by the Brazilian Judiciary, as well as in promoting the democratization of access to Justice and in the improvement of judicial management, also having the possibility of sanctioning bodies that do not adopt the recommended measures, but, specifically in this case, it may be a case of invasion of the autonomy of the Courts of Justice.

In this scenario, even if remote work is considered as an alternative form of organizational management that allows the use of information and telecommunications by workers from their homes or remote locations (PEREZ; SANCHEZ; DE LUIS CARNICER, 2007), which is a decentralized form of work that emerged as a response to the global economic crisis in the West (BOONEN, 2008), a scenario of great difficulty in the adoption of telework on a large scale in the Judiciary was established.

OBJECTIVE

In the midst of the controversy generated by Resolution No. 481 of the CNJ, in view of the advances brought to the judiciary by the COVID-19 pandemic, the objective is to have an analysis and synthesis of research relevant to the subject, to find already established theories and issues discussed about



the benefits of implementing telework in the public service, and more specifically in the Brazilian Judiciary.

It remains to be clarified that the purpose of this study is to synthesize sufficient material to conclude on the reasons and effects of Resolution No. 481 of the CNJ, in order to verify possible interference in the autonomy of state courts, in the sense that each of them has the freedom to adopt the work model most interesting to its reality, It also guaranteed the interest of civil servants in adopting this or that model.

In other words, it is not intended to say that teleworking is better or worse than face-to-face work, but to enable the Courts of Justice to make this decision.

This work contributes, through the synthesis of the literature, to offer readers a review that understands the scope of the benefits of telework in the Brazilian judiciary, despite the fact that there is a resolution issued by the CNJ to the contrary, demonstrating the various theories and determinants of adoption in public sector organizations.

It also seeks to provide up-to-date information for researchers interested in addressing issues of telework adoption in public organizations, allowing them to recognize the theoretical and determinant lenses addressed in these studies, in addition to developing appropriate policy recommendations for policymakers.

THEORETICAL FRAMEWORK

CONCEPT OF TELEWORK

For a better understanding of this study, it is important to conceptualize the term "telework" as a model that allows employees to perform their professional activities outside the traditional work environment, using information and communication technology, usually at home or in another remote location (BLOOM et al., 2015).

For the International Labor Organization (ILO), telework is the possibility of working outside the workplace, in places such as one's own home, enabling the adaptation of working hours to family demands, with the clear establishment of working hours or hours worked, intended tasks, as well as supervision and communication mechanisms (ILO, 2020).

In this work, we will adopt the terms "home office" and "telework" as synonyms, since the difference between them is not relevant to the present study, with the first expression gaining strength during the COVID-19 pandemic, since in this scenario, for some researchers, remote work should necessarily be carried out from their home environment, unlike what most of them write. It is also informed that the term adopted by the legislation in question is "telework".



For Silva (2009), telework is a flexibilization of work in the dimensions of - local - since its provision takes place in a decentralized way, that is, from anywhere - flexibilization of time - and can be performed at the most convenient times and - means - by the use of telecommunications resources to transport information.

TELEWORKING IN THE COURTS OF JUSTICE

Telework in Brazilian public organizations was driven by the need to provide more efficient services with greater transparency.

In the Judiciary, the possibility of processing and practicing acts digitally, with the enactment of Law 11,419 (2006), represented the beginning of its modernization process, since it established important milestones in the computerization of judicial processes.

A few years later, the National Council of Justice issued Resolution No. 227 (2016), which regulated the implementation of Telework in the Judiciary, making its implementation optional by the Courts of Justice.

Later, with the advent of the COVID-19 pandemic, this model was vastly expanded to ensure the continuity of the provision of judicial service, but with the issuance of Resolution No. 481 (NATIONAL COUNCIL OF JUSTICE, 2022), returned to the pre-pandemic panorama.

Technological and social aspects

With the implementation of telework during the pandemic, the Courts of Justice had to adapt to this new model in a more comprehensive way, to have sufficient technology, in addition, such adaptation was also necessary for civil servants, who needed to acquire electronic equipment and adapt their homes to the work activity.

It is known that such adjustments were to maintain the continuity of the provision of public service, but the act of management that this new scenario provided cannot be disregarded. New productivity control tools and communication channels have been established in these more than 2 (two) years.

Legal and moral aspects

The National Council of Justice is an organ of the Brazilian Judiciary, created by Constitutional Amendment No. 45, of 2004, with the objective of promoting the improvement of the judicial system and ensuring the effectiveness of constitutional principles. Its resolutions are normative instruments that establish guidelines, rules and procedures to be followed by the organs and entities of the Judiciary.



The normative force of the CNJ's resolutions can be understood as the capacity of these instruments to influence and shape the behavior of the actors involved in the judicial system. This strength derives from the CNJ's authority as the body responsible for the administrative, financial, and disciplinary supervision and control of the Judiciary.

It is important to note that the normative force of the CNJ's resolutions is not absolute, since they must be compatible with the Federal Constitution. According to the understanding of the Federal Supreme Court (STF), emanating from the judgment of the Declaratory Action of Constitutionality, which confirmed the validity of Resolution No. 7 of the National Council of Justice, such resolutions are characterized as a primary normative act, that is, the one capable of innovating the legal system.

Based on this premise and the obedience due by the Courts of Justice to the CNJ, the motivations of Resolution No. 481 are analyzed, guided by the theory of determining motives of administrative acts.

According to this theory, the reason presented as the factual basis of the conduct binds the validity of the administrative act (MAZZA, 2017), and, from the reading of the aforementioned Resolution, it appears that its reasoning is based, almost entirely, on the need to preserve in person the figure of the magistrate in the districts to which he is assigned, impacting, from then on, all judicial servants, even if they are not judges.

Merits and limitations

Once this research opportunity was identified, a literature review was carried out to highlight the scientific understanding on the subject, to contribute to the material that already exists and to public policy makers who are interested in the implementation of telework models in public agencies.

The aim of this work is to establish a dialogue with the governing body about the means it uses to formulate its resolutions, in addition to raising awareness about the possibility of revision, if necessary.

Further on, there is a topic that deals with the limitations of this study, but it is important to emphasize the initial nature of this study, which needs further methodological complements, such as the verification of the results obtained by quantitative and/or qualitative research, in addition to the fact that it is not intended to bring a definitive solution to the theme, but rather to foster its discussion and improvement.

METHODOLOGY

The systematic review of the literature was conducted using the framework proposed in the platform "Parsif.al", available on the website, which includes steps to select research questions, databases, article sources, choose search terms, apply practical and methodological screening criteria, in addition to



reviewing and synthesizing the results, on the theme "The challenges in the implementation of telework in the Courts of Justice after COVID-19".

The indexed databases used were *SCOPUS* and *Web of Science*. The search covered the period between 2020 and 2023, to select material related to the implementation of the telework regime in the period of the COVID-19 pandemic and was limited to academic articles published in English.

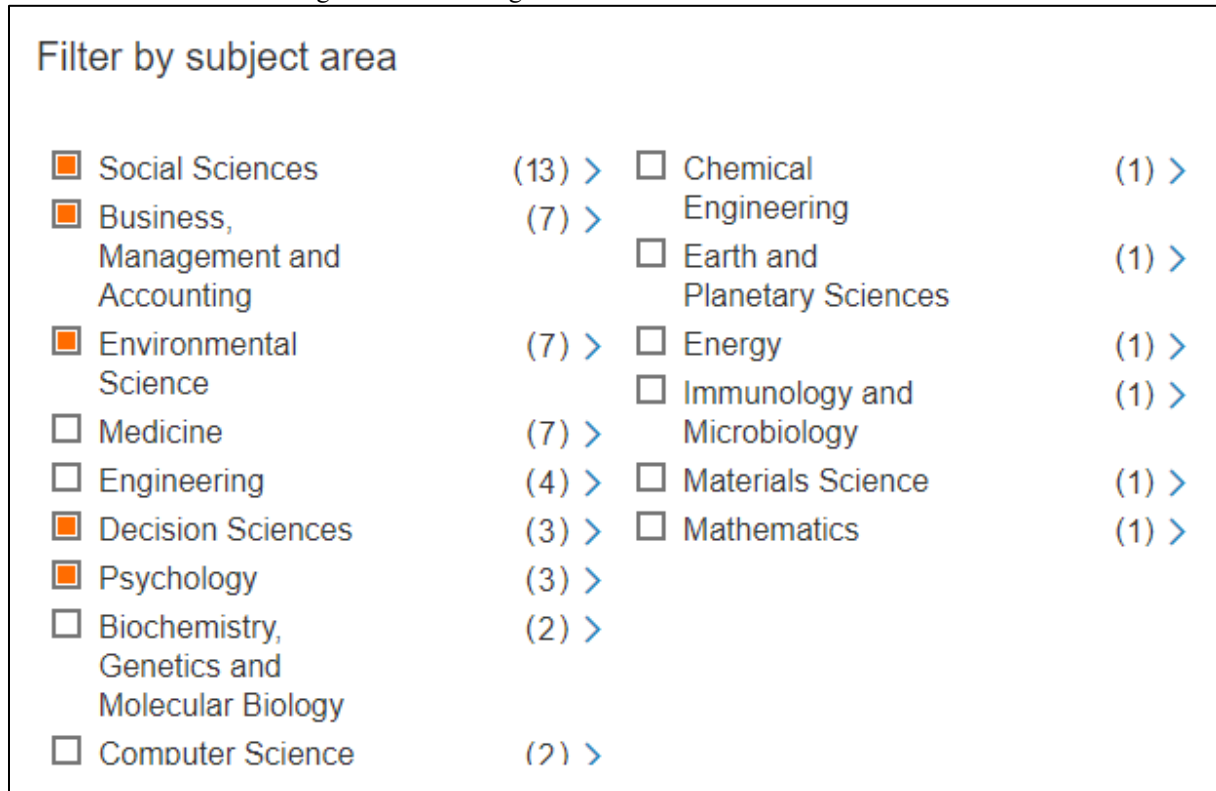
The "PICO" system (Population; Intervention; Comparison/control and *Outcome*), to support the process of choosing the research foci and, consequently, the keywords to obtain a sufficient theoretical bibliographic collection for the research.

The search terms were applied to abstracts, keywords and titles, and only journal articles were considered.

This led to the search string used ("*Jurisdiction*" OR "*citizen*" OR "*governm**" OR "*population*" OR "*judiciary workers*" OR "*Judicial Analysts*" OR "*civil servant*" OR "*public workers*") AND ("*telecommuting*" OR "*home office*" OR "*telework*") AND ("*Efficiency*" OR "*effectiveness*"), which resulted in 109 articles on the SCOPUS platform and 59 on Web of Science.

As for the studies selected after the delimitation of the search refinement criterion on the SCOPUS platform, which considered the period of publication, type of documents only as articles and pertinent areas of knowledge, as shown in "Figure 1", 22 remained, but it was only possible to analyze 13 articles, since the others do not have open access.

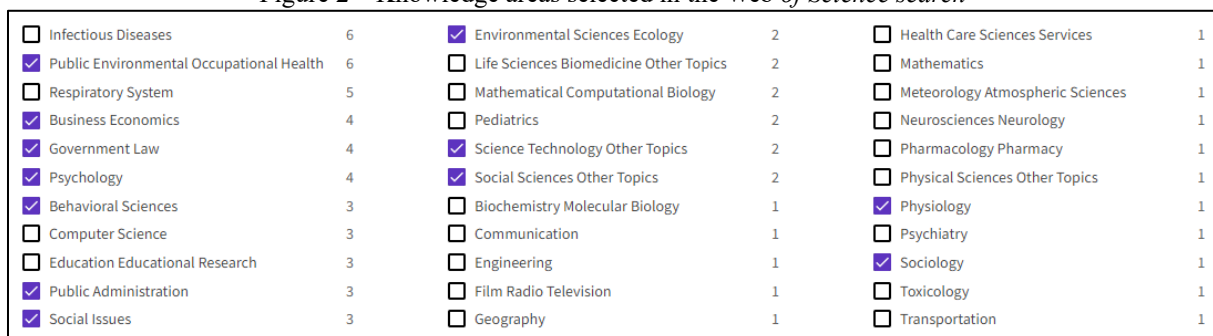
Figure 1 – Knowledge areas selected in the *SCOPUS* search



Source: SCOPUS platform

As for the studies selected after the same criteria adopted for the other platform, *Web of Science*, and areas of knowledge, as shown in "Figure 2", of the 18 selected, 3 were from the database of Korean journals, and it was not possible to proceed with the export, due to the impossibility of generating the ".bibtex" file, thus leaving 15 articles from this collection database.

Figure 2 – Knowledge areas selected in the *Web of Science* search



Source: Web of Science platform

Moving on to the stage of analysis of exclusion criteria, considering all pertinent articles, 9 articles were excluded, of which 7 by title and 2 by abstract were not aligned.

Most of the exclusion occurred due to impertinence related to Education, Health and Environment issues.

In "Figure 3", it is possible to observe all the stages of evaluation of the articles and the quantities excluded in each one of them, for later manual review of the selected articles, also identifying 1 other relevant publication in the process known as *snowball*, which is detailed below.

During the data extraction stage, it was found that there was an article of great interest to the research, which also fit into the previously established filters, which is why it was also included in this Systematic Literature Review.

The 14 articles that remained selected met the following inclusion criteria:

- 5 studies on the impacts of the pandemic on the Judiciary;
- 5 studies on the benefits of virtual actions in the Judiciary;
- 3 studies on the benefits of virtual performances in the Public Service;
- 1 snowball.

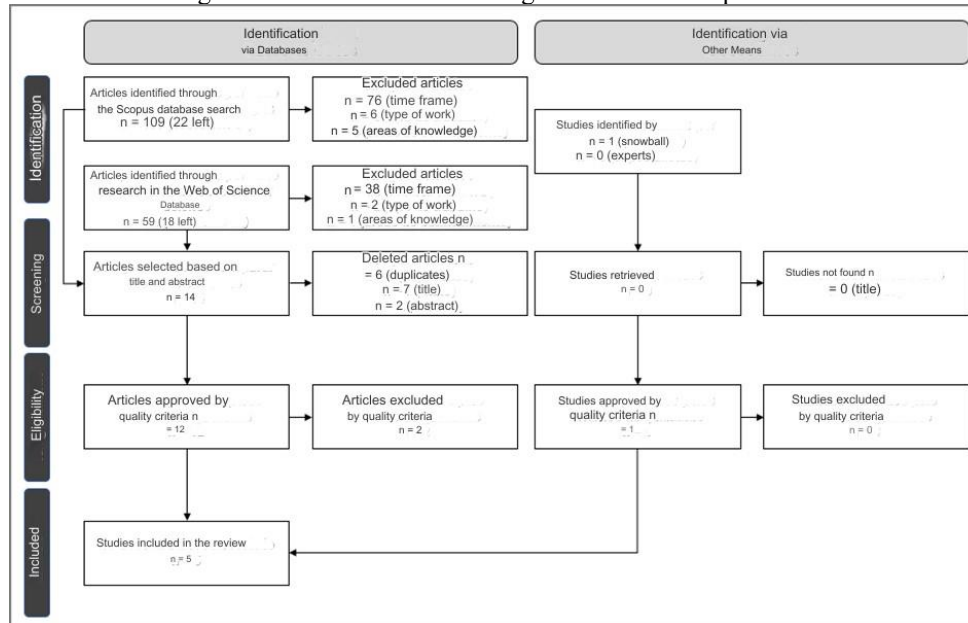
Among these, 2 were located on the *SCOPUS platform* and 12 on the *Web of Science*. However, the article "Validation of the E-Work Life Scale for the Portuguese Population" by Junça-Silva, A.; Almeida, A.; Rebelo, C., was not considered for being unavailable for free *download*.

In the quality analysis, the article "Working From Home During the COVID-19 Pandemic: The Association With Work Productivity Loss Among Patients and Caregivers" by Zhang et al. was also eliminated, as it did not have an average above 2.0 points, according to the stipulated criteria.

In the end, 12 articles remained, 11 from the bibliographic collection platforms and 1 *snowball*, which will be analyzed in this systematic review of the literature, in order to answer the following questions:

1. What are the benefits of adopting telework in the public service?
2. What are the efficiency indicators linked to teleworking in the public service?
3. What are the challenges for the implementation of virtual actions in the Courts of Justice after COVID-19?
4. How to improve the process so that the concession of telecommuting is advantageous to the administration?

Figure 3 - Flowchart for selecting articles from the portfolio



Source: Prepared by the authors

RESULTS AND DISCUSSION

In this chapter, we will present the results extracted from the articles that went through the selection, classification and qualification.

PORTFOLIO

The number of previously classified articles was submitted for qualification. This qualification aims to select which articles can answer important questions for the research through 4 (four) questions elaborated on "The challenges in the implementation of telework in the Courts of Justice after COVID-19".

The 12 (twelve) articles that obtained a final grade above the cut-off mark (2.0 points) were selected, recorded and had their information tabulated, as shown below.

"Table 1" indicates which articles exceeded the cut-off mark, how many times they were cited in the indexed databases, what is the purpose of the text for the research and how it can add knowledge, and they are organized according to the order of relevance, according to the attribution of the score made in the process of quality analysis.

Table 1: Result of the qualification of the articles

Article	Quotes			Stitches	Objective
	Scopus	Wos	Google		
FRANSSILA; EMBROIDERY (2022)	0	1	3	4.0	The shift in the work environment from traditional cell offices and open spaces to activity-based work (ABW) raises many concerns among the workforce and management. The purpose of this study is to look at the impacts of ABW change on various drivers and outputs of knowledge work performance.
KIM; MULLINS; YOON (2021)	21	16	66	4.0	Many employers, including the federal government, have introduced or expanded their telecommuting arrangements because of the associated advantages, which include savings, headcount expansion, and employee well-being and motivation. Despite continued interest from academics and practitioners, little understanding has emerged about this work arrangement, with few studies in public administration and organizational literature. Among these studies, there is no consensus regarding organizational benefits, especially in employee performance or motivation. Previous studies have also neglected the heterogeneous characteristics of teleworkers, the dynamics between teleworkers and non-teleworkers, and, especially, the role of supervisors in managing telework to achieve the proposed benefits.
DOS SANTOS; SALLABERRY; MENDES (2022)	1	1	1	4.0	The objective of this study is to analyze the influence of telework and management control systems (SGCs) on the congruence of the objectives of public servants in the Brazilian justice system.
FILARDI; CASTRO; ZANINI (2020)	0	38	61	3.5	To investigate the advantages and disadvantages of telework in public administration in the perception of 98 teleworkers and 28 managers of the Federal Data Processing Service (Serpro) and the Federal Revenue Service. This is a qualitative-quantitative research, consisting of questionnaires applied to teleworkers and interviews with managers, which addressed structural, physical, personal, professional and psychological aspects
BĂLĂCESCU; PATRASCU; PAUNESCU (2021)	11	10	17	3.5	The research is intended to be a catalyst for data-driven discussions on the adaptability of European countries to digital innovations and the process of adaptation management by governments to meet economic and social needs. The analysis of the potential for adaptation to teleworking represents a contribution to the exploration of potential post-COVID-19 developments.

TENAILLEAU et al. (2021)	7	6	14	3.0	Telecommuting has been identified as a potential lever to reduce air pollution. However, assessing the atmospheric outcomes of telecommuting improvement policies remains difficult, especially when official databases on telecommuting, household equipment, and automobile emissions are incomplete or non-existent. Here we propose several techniques to efficiently assess the impact of an increase in telecommuting rates and explore the resulting bias, in a typical medium-sized European metropolitan area, where little data are available: Besançon, France.
TON et al. (2022)	1	1	4	3.0	The aim of this study is to better understand teleworking during and after COVID-19 among train travellers, to support operators and authorities in policy formulation and design.
WEITZER et al. (2021)	28	20	57	3.0	Explore changes in quality of life and perceived productivity, with a focus on the effects of working from home during the first 50-day mitigation period of COVID-19 in Austria.
SANCHEZ-VERGARA; OREL; CAPDEVILA (2023)	1	0	7	3.0	This article explores how countries develop policies to attract digital nomads, support business development, and position themselves as ideal territories for these knowledge workers. The study uses an interpretive policy analysis approach to examine and understand the purpose behind the leisure policies and digital nomad visa systems of 24 countries that have introduced them over the past decade.
METWALLY; DIAB; MOHAMED (2022)	6	7	18	2.5	This study aims to examine the impact of Covid-19 on the transformation of accountability, corporate social responsibility (CSR), and office operation and control. This article explains how the unleashing of health and safety rationality along with internal CSR made the transformation to telecommuting successfully operable on the periphery of a Western multinational corporation.
GALANTI et al. (2021)	204	173	509	2.5	The COVID-19 pandemic has made working from home (WFH) the new way to work. This study investigates the impact that family-work conflict, social isolation, distracting environment, work autonomy, and self-leadership have on employee productivity, work engagement, and stress experienced when WFH during the pandemic.
HACKNEY et al. (2022)	1	1	4	2.5	Review to synthesize current knowledge on the impact of work-from-home arrangements on personal and organizational performance and productivity in the face of the emergency of the COVID-19 pandemic and its consequences on physical and mental health.

Source: Prepared by the authors

RESEARCH QUESTION 1

What are the benefits of adopting telework in the public service?



Telecommuting has become increasingly common around the world, especially in times of pandemic, and it is important to understand how it can benefit the public service.

One of the main benefits of adopting telecommuting in the public service is cost savings. According to research conducted by Golden, Veiga and Simsek (2006), telecommuting can reduce the costs of office space, equipment, and supplies. Additionally, telecommuting can reduce employee commuting costs, which can save time and money.

Another key benefit is flexibility, as telecommuting can offer employees greater flexibility, allowing them to work at more convenient times and have more control over their work environment, leading to improved employee satisfaction and a better quality of life (GAJENDRAN; HARRISON, 2007).

In addition, telecommuting can increase productivity by up to 13%, considering the reduction of distractions and interruptions in the remote work environment (BLOOM et al., 2015).

However, it's important to remember that telecommuting also presents challenges. One of the main challenges is communication.

Communication is one of the main challenges faced by employees working remotely, and there is a need for organizations to implement effective communication strategies to ensure that remote employees are connected and informed (HERTEL; SPIRITS; KONRADT, 2017).

It is noted that all selected articles, in some way, contribute to the answer to this research question, whether in social, environmental, functional or academic aspects.

From reading the articles, it is noted, in summary, that the benefits of adopting telework in the public service include cost reduction, flexibility, increased productivity and improved quality of life for employees, and it is important that organizations regularly evaluate these benefits to ensure that telework is being implemented effectively and beneficially for all involved.

RESEARCH QUESTION 2

What are the efficiency indicators linked to teleworking in the public service?

One of the main indicators of the efficiency of teleworking in the public service is productivity, which can be increased (BLOOM et al., 2015) As a result of another factor, which also deserves to be considered as an important indicator in the implementation of this type of work regime, employee satisfaction, since they tend to work more satisfied than office workers (GAJENDRAN; HARRISON, 2007).

Another indicator to be considered is the effectiveness of communication between leaders and workers, and it is the duty of organizations to implement effective communication strategies to ensure that remote employees are connected and informed (HERTEL; SPIRITS; KONRADT, 2017).



A great contribution to the understanding of the issue can be seen in the following selected articles:

- a) *Advantages and disadvantages of teleworking in Brazilian public administration: analysis of SERPRO and Federal Revenue experiences* (FILARDI; CASTRO; ZANINI, 2020);
- b) *Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity* (HACKNEY et al., 2022);
- c) *The influence of telework and management controls on the congruence of civil servant objectives* (DOS SANTOS; SALLABERRY; MENDES, 2022);
- d) *Impact of activity-based work environments on knowledge work performance- quasi-experimental study in governmental work places* (FRANSSILA; KIRJONEN, 2022);
- e) *Work From Home During the COVID-19 Outbreak The Impact on Employees Remote Work Productivity, Engagement, and Stress* (GALANTI et al., 2021);
- f) *Working from home, quality of life, and perceived productivity during the first 50-day COVID-19 mitigation measures in Austria: across-sectional study* (WEITZER et al., 2021);
- g) *Supervision of Telework: A Key to Organizational Performance* (KIM; MULLINS; YOON, 2021);
- h) *Adaptability To Teleworking In European Countries* (BĂLĂCESCU; PATRASCU; PAUNESCU, 2021).

Therefore, it can be inferred that the efficiency indicators linked to telework in the public service include productivity, employee satisfaction and effective communication.

RESEARCH QUESTION 3

What are the challenges for the implementation of virtual actions in the Courts of Justice after COVID-19?

From this research question, there is a greater adequacy to the articles produced internationally, as it deals with the implementation of management acts aimed at greater efficiency in the provision of public services.

A great contribution to the understanding of the issue can be seen in the following selected articles:

- a) *The influence of telework and management controls on the congruence of civil servant objectives* (DOS SANTOS; SALLABERRY; MENDES, 2022);
- b) *Supervision of Telework: A Key to Organizational Performance* (KIM; MULLINS; YOON, 2021).

There is no denying the importance of a serious and forceful study for the application of administrative tools to contribute to the good provision of public service and, in this panorama, more



specifically to the management of the Judiciary, which in the context of Brazil takes place regionally through the Courts of Justice, which are responsible for the state and municipal provision of jurisdiction.

Thus, in the words of Gama-e-Uzziba (2020), regularity in conducting perception surveys should be maintained in order to generate sufficient empirical bases for policy decisions on public services. By doing so, public service institutions could then be endowed with resources to provide valuable services to vulnerable populations and thus contribute to improving the Human Development Index (HDI) and meeting the Sustainable Development Goals (SDGs), set by world leaders.

RESEARCH QUESTION 4

How to improve the process so that the concession of telecommuting is advantageous to the administration?

In order for the concession of telework to be advantageous to the administration, it is important to adopt some measures that ensure the good performance of the work provided.

By adopting control and incentive measures, the public administration will be able to ensure that the concession of telework is advantageous, promoting efficiency, productivity and quality of the services provided, in addition to contributing to the satisfaction and well-being of employees.

From this perspective, it can be said that the following articles answer the research question:

- a) *The influence of telework and management controls on the congruence of civil servant objectives* (DOS SANTOS; SALLABERRY; MENDES, 2022);
- b) *Impact of activity-based work environments on knowledge work performance- quasi-experimental study in governmental work places* (FRANSSILA; KIRJONEN, 2022);
- c) *Working from home, quality of life, and perceived productivity during the first 50-day COVID-19 mitigation measures in Austria: across-sectional study* (WEITZER et al., 2021);
- d) *Supervision of Telework: A Key to Organizational Performance* (KIM; MULLINS; YOON, 2021);
- e) *Adaptability To Teleworking In European Countries* (BĂLĂCESCU; PATRASCU; PAUNESCU, 2021).

The provision of an effective public service, attentive to innovations and the needs of citizens, in addition to observing the Sustainable Development Goals, provided for in the 2023 agenda, are goals to be achieved, since an ineffective judicial system generates insecurity and distrust (DEJUAN-BITRIA; MORA-SANGUINETTI, 2021).

To summarize the results presented, the data were summarized in "Table 2", which shows which of the questions each of the articles answers, as well as exposes the research limitations of each of the studies analyzed.

Table 2: Summary of the articles that answer the research questions and their limitations

Articles	What are the benefits of adopting telework in the public service?	What are the efficiency indicators linked to teleworking in the public service?	What are the challenges for the implementation of virtual actions in the Courts of Justice after COVID-19?	How to improve the process so that the concession of telecommuting is advantageous to the administration?	Limitations (Identify in CONCLUSION)
Advantages and disadvantages of teleworking in Brazilian public administration: analysis of SERPRO	Responds	Responds	Not responding	Not responding	This study was limited by its scope, since of the 5 public institutions contacted, only 2 public agencies were studied.
“Home office is the here and now. {} Digital nomad visa systems and remote work-focused leisure policies	Responds	Not responding	Not responding	Not responding	The main limitation of this article is the sample used. Although it has focused on existing proposals, there are initiatives and improvements in special visas for digital nomads in the process of formalization and legalization in other locations. While publicly available data can be analysed, initiatives under development cannot be accessed.
Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity	Responds	Responds	Not responding	Not responding	Given the lack of an internationally recognized definition of the term "telecommuting" and the sudden rise of WFH as a result of the COVID-19 pandemic, new terminology such as the term "work from anywhere" may have emerged and may have been excluded from the original research. Different search groups can identify different search keywords; Therefore, there is always the possibility of exclusion of some key terms.
The influence of telework and management controls on the congruence of civil servant objectives	Responds	Responds	Responds	Responds	It was not possible to verify the effect of action controls, which indicates that telecommuting employees may be more resistant to controls with restrictive characteristics.



Teleworking during COVID-19 in the Netherlands: Understanding behaviour, attitudes, and future intentions of train travellers	Responds	Not responding	Not responding	Not responding	Only teleworkers who worked in both periods of the survey were included, while temporary workers from only one of the periods of the survey were excluded.
Impact of activity-based work environments on knowledge work performance-quasi-experimental study in governmental workplaces	Responds	Responds	Not responding	Responds	The assumption of common trends in DiD analysis could not be numerically validated because there was no numerical data available on potential control variables that would provide evidence to reject the assumption
Work From Home During the COVID-19 Outbreak The Impact on Employees' Remote Work Productivity, Engagement, and Stress	Responds	Responds	Not responding	Not responding	Its cross-sectional design, which allows the tracing of associations between the constructs investigated, but on the other hand, does not allow the determination of causal relationships between the variables. In addition, we also believe that generalizing the results may not be possible, since our sample was of convenience, susceptible to biases, including the fact that data collection took place online, among people accustomed to the use of digital technologies.
Assessing the impact of telework enhancing policies for reducing caremissions	Responds	Not responding	Not responding	Not responding	It is restricted to a small region of France.
Telework operationalization through internal CSR, governmentality and accountability during the Covid-19	Responds	Not responding	Not responding	Not responding	One limitation of this research is that it focuses only on the first phase of the transformation to telework, which began in March 202
Working from home, quality of life, and perceived productivity during the first 50-day COVID-19 mitigation measures in Austria: a cross-sectional study	Responds	Responds	Not responding	Responds	Our results and interpretations are limited in that they did not assess potentially informative aspects of employment history or the work environment and related conditions at home. For example, we did not collect information on income or whether individuals were working from home prior to

					the 50-day mitigation period, some, though likely very few, may have already worked from home prior to the pandemic. We also did not assess whether working from home was also associated with greater flexibility in working hours.
Supervision of Telework: A Key to Organizational Performance	Responds	Responds	Responds	Responds	The cross-sectional nature of the data used in this study does not allow us to examine the extent to which effective supervision brings to light the positive link between telecommuting arrangements and organizational performance over time. Secondly, this study used the research items available in the secondary data source; The measurement of variables is not perfect.
Adaptability To Teleworking In European Countries	Responds	Responds	Not responding	Responds	The lack of data and the assumption that teleworking can be addressed by all the jobs that can be done at home.

Source: Prepared by the authors

The following is a table that aims to list some of the parameters of the articles selected for this review, in order to substantiate the relevance of the studies considered, in addition to outlining a geographical disposition of interest regarding the theme.

Among the selected archives, it is noted that, currently, Europe is the continent that most concentrates on the analysis of the theme, since among the 12 related articles, 6 are from European countries. Next comes the American continent with 5 articles, and lastly, with 1 article, the African continent appears.

Table 3: Relationship between selected articles and relevant parameters

	“Home office is the here and now.” Digital nomad visa systems and remote work-focused leisure policies
Authors' country	France
Qualis	A4
Opportunity	The inclusion of updates on new visas; The narratives and imagery of digital nomadism in these countries must be addressed.
Questions Answered	1
	Adaptability To Teleworking In European Countries
Authors' country	Romania
Qualis	not listed
Opportunity	The impact that telecommuting has on performance, productivity, the environment, and social relationships.
Questions Answered	3

	Advantages and disadvantages of teleworking in Brazilian public administration: analysis of SERPRO and Federal Revenue experiences
Authors' country	Brazil
Qualis	A2
Opportunity	The expansion of the study with other public agencies and in other states, in order to have a greater understanding of the impacts of the introduction of telework in the Brazilian public administration.
Questions Answered	2
	Assessing the impact of telework enhancing policies for reducing car emissions: Exploring calculation methods for data-missing urban areas – Example of a medium-sized European city (Besançon, France)
Authors' country	France
Qualis	A1
Opportunity	The most comprehensive region search.
Questions Answered	1
	Impact of activity-based work environments on knowledge work performance – quasi-experimental study in governmental workplaces
Authors' country	Finland
Qualis	not listed
Opportunity	The most comprehensive numerical examination of the common trend assumption in future quasi-experimental studies of the impacts of ABW change.
Questions Answered	3
	Supervision of Telework: A Key to Organizational Performance
Authors' country	United States
Qualis	A1
Opportunity	The collection of qualitative data to capture the particulars of exactly why employees choose to use telecommuting arrangements, why supervisors do not support or support telecommuting arrangements, what challenges supervisors have in management.
Questions Answered	4
	Telework operationalization through internal CSR, governmentality and accountability during the Covid-19: evidence from a developing country
Authors' country	Egypt
Qualis	A2
Opportunity	The spanning of a longer period to fully understand the implications that this initiation and subsequent operationalizations can have on organizational practices.
Questions Answered	1
	Teleworking during COVID-19 in the Netherlands: Understanding behaviour, attitudes, and future intentions of train travellers
Authors' country	Canada
Qualis	A1
Opportunity	The analysis is similar both among car users/passengers and among the entire population, to investigate the differences between them and have more control over the impact of possible policies.
Questions Answered	1
	The influence of telework and management controls on the congruence of civil servant objectives
Authors' country	Brazil
Qualis	A2
Opportunity	The investigation of issues such as individual, collective and organizational performance evaluations in a telework regime, to adopt qualitative research for a deeper examination of the results.
Questions Answered	4
	Work from home during the COVID-19 outbreak: The impact on employees' remote work productivity, engagement, and stress
Authors' country	Italy
Qualis	A2

Opportunity	The most representative sample that relates work and personal resources (PsyCap, psychological state consisting of the dimensions of self-efficacy, optimism, resilience, determination), to improve the well-being of employees
Questions Answered	2
	Working from home, quality of life, and perceived productivity during the first 50-day COVID-19 mitigation measures in Austria: a cross-sectional study
Authors' country	Austria
Qualis	A2
Opportunity	The short- and long-term association of working from home with key indicators of employee quality of life.
Questions Answered	3
	Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity
Authors' country	Canada
Qualis	A1
Opportunity	The laying of the necessary foundations for the development of evidence-based recommendations to help organizations ensure their workforce remains healthy and effective in transitioning to a future of WFH Arrangements.
Questions Answered	2

Source: Prepared by the authors

It can also be seen from the table above that 7 of the selected articles indicated as research opportunities, subjects focused on what this study proposes, highlighting the relevance and contemporaneity of the theme addressed.

LIMITATIONS AND FUTURE RESEARCH

This review concentrates a large volume of articles aimed at understanding the challenges in the implementation of telework in the Courts of Justice after COVID-19, making a counterpoint between the current understanding of academia on the subject and the influence of the National Council of Justice (CNJ), on the autonomy of the Courts of Justice in Brazil, always using the scientific method, in the search for more consistent results by restricting the degree of freedom of the researcher through registered search strategy and method (LASSERSON, TOBY J., JAMES THOMAS, 2019).

In this context, 168 potentially eligible studies were exhaustively searched and later applied search filtering methods to restrict the review of the most relevant articles, however, even so, the results have some limitations.

First, it is pointed out that this review synthesizes studies that are based on observational data, thus making it uncertain whether the results are representative of true causal effects, or whether they are distorted by omitted or causal variables (BAEKGAARD et al., 2015).

It is noteworthy that it is impossible to predict that the results obtained in this study will correspond to the conclusions drawn from experimental research, since it is a result of changes brought about by the COVID-19 scenario, and because it is closely related to normative acts of correctional agencies of national scope.



Possibly, the difficulty in locating studies in the line of research of this review is due to the technological purpose that is imprinted on the present study, since it aims to solve a practical problem currently experienced in the judicial system added to the short period since the end of the COVID-19 crisis.

This research was also limited to including only articles written in English, certainly excluding works carried out in more specific and regionally relevant contexts, and, as well indicated in the course of the work, only scientific articles were considered, leaving out potential contributions from other sources.

Quite possibly, to complement the work, it would be interesting to carry out research to adopt the qualitative method to ascertain the impact of the changes brought about by Resolution No. 481 of the CNJ with the Courts of Justice of the country, as well as the degree of acceptance of these changes that directly interfered in their administrative autonomy.

Thus, even after pointing out the limitations of the research carried out, it is believed to have contributed scientifically to the previously available collection, since an important academic gap was identified, requiring great integration among the studies already carried out, to conclude whether the changes brought about after the pandemic, by resolution No. 481 of the CNJ, correspond to the regional and functional desires of the civil servants who are directly engaged in the jurisdictional delivery to the citizen.

FINAL THOUGHTS

Initially, the research on "The challenges in the implementation of telework in the Courts of Justice after COVID-19", was based on an exploratory conceptual approach, in the face of a scenario of readaptation to a reality that had been overcome until then, the mass return of judicial employees to face-to-face work and the holding of hearings again without technological resources.

In view of the limited number of articles related to the topic addressed, the results obtained can help in the specialization of studies, to contribute to a more direct application aimed at the judiciary and the autonomous performance of its management acts.

We must also consider that a country of continental size and with regional specificities requires from the public administrator tools to make the provision of the service more effective and modern, in order to ensure the correct application of the law in tune with the well-being of its public servants.

Finally, it should be noted that the data used in this systematic review of the literature were extracted from studies previously made available in a collection of research bases made available by the CAPES (Coordination for the Improvement of Higher Education Personnel) platform, which aims to promote "stricto sensu" specialization courses throughout Brazil, as well as that the excerpts used were duly cited and referenced.



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