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Examining the Impact of Smart Working on Economic Sustainability

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Abstract

Purpose:

This research examines the relationship between flexible work agreements, such as smart working, and corporate sustainability. It aims to investigate the impact of smart working practices on social organization, the connection between resilient organizations and smart working, and the influence of smart working on economic sustainability.

Methodology:

The authors conducted a questionnaire using Likert Scale questionnaires to employees of small and medium-sized enterprises (SMEs) in Italy. Data were collected during two different periods, before and after the COVID-19 pandemic. The questionnaire included socio-demographic questions and inquiries about the impact of smart working on companies and employees. An aggregative analysis was applied to the collected data.

Findings:

The results showed a positive relationship between flexible work agreements (smart working) and social organization. They also indicated a potential connection between resilient organizations and smart working. Additionally, smart working influenced economic sustainability through cost savings, improved productivity, and enhanced employee satisfaction.

Research limitations/implications:

The research was limited to SMEs in the Italian context operating in advanced tertiary sectors. Further research is needed to explore the relationship between smart working and organisational resilience in different industries and areas or Countries. Longitudinal studies and interviews with organisational leaders could provide deeper insights into the mechanisms underlying the relationship.

Originality/Value:

This paper contributes to the existing literature by examining the interplay between sustainable entrepreneurship, organisational resilience, and social organisations in the context of smart working practices. It provides insights into the potential benefits of smart working for companies and employees and highlights the importance of flexibility, resilience, and social organisation for achieving sustainable business performance.

Keywords: Sustainable entrepreneurship, smart working, social organisation, corporate sustainability, digitalisation, flexible work.

Paper type: Empirical research.

1. Introduction

The present research revolves around the fundamental principles of sustainable entrepreneurship, organisational resilience, and social organisation, which are pivotal in shaping companies' business strategies. Sustainable entrepreneurship, in its essence, entails the creation of interconnected networks of innovation and knowledge clusters that possess a self-replicating nature and reinforce each other, consequently culminating in heightened competitiveness.

Organisational resilience, on the other hand, denotes the capacity of a company to dynamically respond to challenges within its industry and adapt to environmental changes.

Lastly, social organisation is predicated on implementing flexible work practices and a comprehensive human resources management plan that effectively coordinates all available resources in an interconnected manner, thereby promoting interconnectivity and mutual learning. While pursuing social and environmental progress may conflict with corporate interests, it is conceivable to attain environmental, economic, and social sustainability by cultivating ethical, efficient, and effective social entrepreneurship strategies, mechanisms, and governance structures that are both innovative and supportive.

To illustrate this, the authors conducted a multiple case study of two phases, which involved administering Likert Scale questionnaires and collecting associated data. The study's findings convincingly demonstrated how an SME company could transition towards sustainability by adopting sustainable innovation measures, fostering organisational intelligence, and actively engaging and involving all employees within the framework of a smart working model.

1.1 Flexible work agreements

In today's globalised and highly competitive economic landscape, pursuing sustainability excellence is imperative for companies aiming to thrive and survive. Several studies have agreed that strategic management based on innovative smart working practices contributes to increased resilience, solid organisation and, more generally, the achievement of sustainable entrepreneurship (Reinmoller & Van Baardwijk, 2005; Bucea-Manea-Țoniș et al., 2021). Smart working, or remote working, is predicated on flexible work agreements that allow individuals to perform their tasks outside the traditional temporal and spatial boundaries of a standard workday. These agreements grant employees the freedom and autonomy to decide how long, where, and when they work (Kossek & Michel, 2011). The advent of Internet Technologies has enabled the liberation of workers from spatial and temporal constraints, thus facilitating the realisation of smart working (Kang & Kwon, 2016). Felici & Penna (2015) conceptualise smart working as a participatory policy tool enabling conscious intervention and fostering connection and mutual learning, even across distances, through Information and Communication Technologies (ICT). Bednar and Welch (2020) highlight flexibility as a critical characteristic of the new and streamlined smart working practices. Work flexibility is underpinned by a reduced emphasis on conventional work rules and limited monitoring, thus facilitating innovation.

Flexible management of human resources within systems and processes assists organisations in adapting to environmental changes and paves the way for the emergence of innovations

(Bhattacharya et al., 2005). Kessel et al. (2012) assume that employee's full autonomy in decision-making and work processes enhances employee motivation and fosters greater proactivity. Nevertheless, this is true in Western cultures; therefore, cultural distances must be considered (Beugelsdijk et al., 2017). Furthermore, innovation stems from the collective efforts and collaboration of individuals within a company, necessitating the involvement of all employees in the innovation process for the project to succeed. Consequently, an organisational climate fundamentally oriented toward corporate sustainability must be established.

1.2. Sustainability, Resilience and Social Organisations

This research assumes that flexible work agreements, specifically smart working arrangements for employees, can impact employee and company performance. Furthermore, Govender. et al. (2018) reveal that the performance and effectiveness of smart working arrangements have a positive relationship with employees' job satisfaction, leading to increased organisational profitability. Therefore, the first research hypothesis is as follows:

R.Q.1: Is there a positive relationship between flexible work agreements (smart working) and social organisation?

Multiple studies have confirmed that more resilient companies were able to recover more quickly from the crisis than others or were not affected at all by the sudden outbreak of Covid-19, such as Nestlé in India (Gupta, 2020). Resilience is the ability to react and adapt to shocks caused by a crisis on time (Sajko et al., 2021). However, Rai et al. (2021) argue that resilience, taken in isolation, is not a significant variable directly related to adopting smart working practices. The authors say that an organisation may appear resilient by adopting smart working. However, it will still fail if it cannot manage flexible working practices such as those required by smart working. Again, Marino and Capone (2021) hypothesise that smart working may be a significant variable contributing to the resilience of the business organisation, while the opposite would not be confirmed. We have found a gap in the literature on this issue; therefore, we intend to investigate this further with the following research question:

R.Q.2: Is there a connection between resilient Organisations and smart working?

Economic sustainability refers to the ability of an economy to support long-term prosperity and well-being for its population while preserving natural resources and maintaining social stability. It involves the efficient use of resources, responsible business practices, and the promotion of inclusive growth. Smart working can contribute to economic sustainability by reducing the environmental impact associated with commuting, optimizing the use of office space and resources, and improving work-life balance for employees (Demircan et al, 2023; Prayag et al., 2020). It aligns with the principles of economic sustainability by promoting efficient resource utilization, reducing carbon emissions, and enhancing social well-being. To fully leverage the intersection between economic sustainability and smart working, organizations should adopt practices that prioritize environmentally responsible operations, support social equity, and foster long-term economic growth (De Menezes et al., 2011). This may involve implementing sustainable workplace policies, investing in renewable energy (Chen et al., 2022), supporting remote work infrastructure, and promoting inclusivity in the workforce.

By embracing economic sustainability principles and incorporating smart working practices, organisations could create a more resilient, efficient, and socially responsible work environment

(Kelliher & Anderson, 2010). This combination should contribute to both the well-being of individuals (Cooke et al., 2022) and the economy's long-term health. On this last consideration, a gap is highlighted in the literature. While some articles that demonstrate, with cases studies, the economic benefits for organizations, there are only theoretical studies on the advantages (Bellini et al., 2022) for workers, lacking real scientific evidence. In this study, we try to verify whether sustainable economy truly has positive impacts on workers and on organisation (Palumbo, 2020).

R.Q.3: SW influences economic sustainability?

Several studies have explored the relationship between Smart Working and economic sustainability. For instance, Choudhury et al. (2021) found that organisations implementing Smart Working practices experienced cost savings through reduced office space requirements and improved employee productivity. Additionally, a study by Ravichandran (2018) highlighted how Smart Working could contribute to a more agile and resilient workforce, allowing organisations to adapt and thrive in dynamic economic environments. Furthermore, Smart Working can positively affect employee satisfaction, engagement, and retention, increasing productivity and long-term economic sustainability (Bednar and Welch, 2020). Smart Working can enhance employee well-being and job satisfaction by enabling a better work-life balance and reducing commuting time and expenses. However, it is essential to note that the impact of Smart Working on economic sustainability may vary across different industries, organisational contexts, and geographic regions. Further research is needed to examine specific mechanisms and factors that mediate the relationship between Smart Working and economic sustainability to gain a more comprehensive understanding of this complex dynamic. In conclusion, while evidence suggests that Smart Working can positively influence economic sustainability through cost savings, enhanced productivity, and improved employee satisfaction, further research is necessary to explore the nuances and contingencies of this relationship. Understanding these dynamics can provide valuable insights for organisations seeking to implement Smart Working practices and foster long-term economic sustainability. Based on the previous literature, the research hypotheses have been proposed. The following research hypotheses are presented (Figure 1):

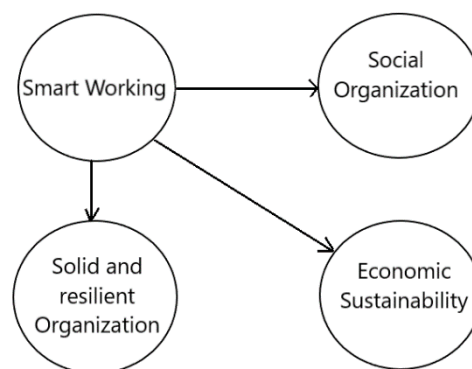


Figure 1. Theoretical model

2. Methodology

To verify our hypotheses, we administered a questionnaire to workers of enterprises in Italy in two different periods. In the first stage of the research study, we collected data for the period Jan 2020-October 2020, during the outbreak of the Covid-19 pandemic and subsequent lockdown. In the second

post-pandemic period, we collected the second wave of data from October 2021- July 2021. From the selection of companies, the authors excluded companies that required on-site presence, such as manual labour and construction. The authors selected small and medium-sized enterprises (SMEs) familiar with information technologies, could perform their work remotely and encouraged smart working. Those companies operating in software development, graphic design, and consulting were chosen as case studies. Furthermore, from an interview made with the top management (CEO) and middle management of the selected company, the authors highlighted that, currently, all companies had adopted the same guidelines underlying the sustainable business model (Figure 2) and turnover has increased compared to the first period.

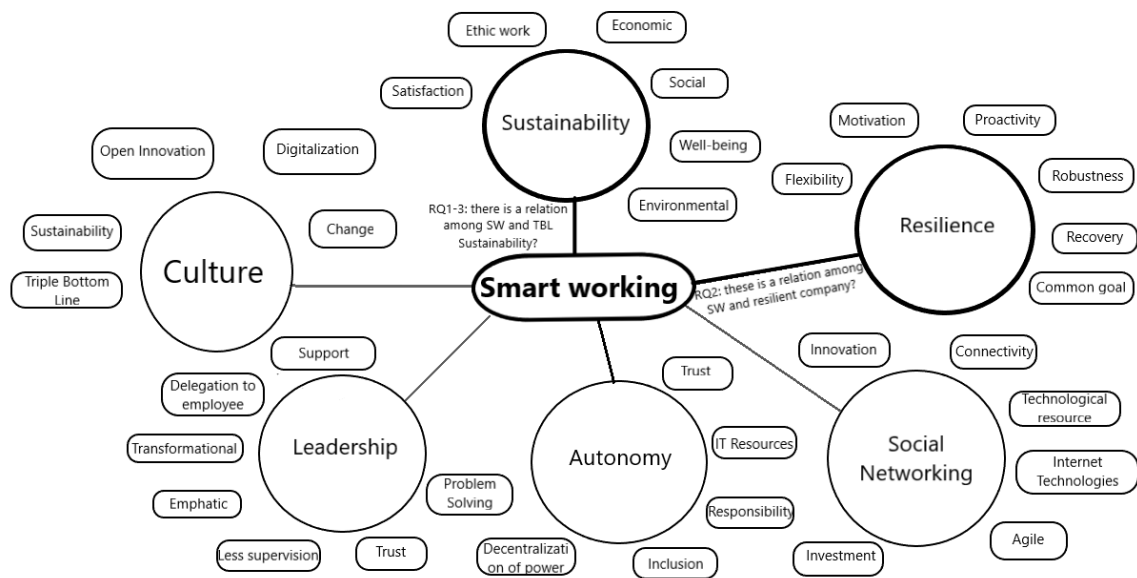


Figure 2. Conceptual Framework for the Implementation of Smart Working (Source: Own elaboration)

The questionnaire concerned previous studies (Ellerton, 2015). The questionnaire included 20 questions divided into two different sections. The first section aims to explore the socio-demographic characteristics of employees to identify the following aspects: gender, age, and the percentage of working activity carried out remotely. The second section evaluates the impact of smart working and its significant benefits for companies and employees under test. Participants generally used a 5-point Likert scale (ranging from 1 - strongly disagree to 5 - strongly agree) to indicate their response to each inquiry. After the creation of the questionnaire, a pretesting process was conducted. The survey was conducted online through Google modules. Of the 280 participants, 135 questionnaires returned were complete. The purpose of the pre-test was also to identify any apparent flaws or defects in the questionnaire. Fortunately, no significant issues or critical problems were identified during this phase.

This research adheres to the principles of research ethics and ensures the protection of human subjects. All data used in this study were collected following appropriate ethical guidelines and with informed consent from participants in the module. No funding was taken for this research. Based on the data obtained, the authors decided to apply an aggregative analysis, considering the overall collected responses. The aggregative analysis synthesises the data for a general overview and collective understanding of the participant's responses. This study used aggregate statistics, such as means and percentages, to comprehensively represent the questionnaire data. This type of

investigation is valuable as it identifies trends, patterns, or general relationships within the participant sample, enabling conclusions based on the collected data (Cortes & Gallipoli, 2015). Following the idea of management, the implementation of Smart Working (SW) should not be imposed but rather understood, accepted, and deeply integrated into the company culture. SW is not just a practice but a belief that must be implemented to achieve efficient business performance. The top managers' priority was to make all team members understand the goal of economic recovery, which was severely compromised by the sudden outbreak of the Covid-19 pandemic, and to encourage resilience and proactivity. Following their idea, implementing smart working means applying adequate management policies, particularly for reorganisation and personnel management. Managers have therefore adopted a more inclusive and differentiated approach to support employees in acquiring digital competence, assessing the resources and skills available that can be integrated and made accessible to all company members (Bag et al., 2021). The interviewed managers, furthermore, attempt to apply an empathetic leadership style crucial in understanding employees' hesitations and seeking to mitigate them, meeting employees' expectations and encouraging resilience.

In synthesis, the management is responsible for:

- Building a risk management infrastructure capable of adapting to changes to minimise the impacts of crises (Bednar & Welch, 2020)
- Promoting resilience and proactivity within the team (Rapisarda et al., 2021)
- Creating a robust organisation that emphasises social organisation, utilising all human, technological, organisational, and knowledge resources capable of responding to disruptions and accelerating recovery (Brusset & Teller, 2017).

3. Results

Table 1 are summarised the demographic characteristics of respondents, currently.

Table 1. Demographic characteristics

Variable	Description	frequency
Gender	Male	86
	Female	49
Age	Minus or equal 30	7
	31-40	67
	41-50	48
	51-60	13
Average frequency of smart working in a week	0%	0
	25%	0
	50%	24
	75%	91
	100%	20

The data distribution table enabled us to obtain a general understanding of the background of Italian respondents, dominated by male employees with an average age of 40 years ($\sigma=6,7$). Nearly 71% of employees work exclusively in smart working, and 17% of respondents never go to the office.

To investigate our hypothesis, we applied an aggregative analysis.

The initial step involved assessing the validity and reliability of the variable constructs. To achieve this, we calculated factor loadings, which quantify the extent to which the variables are associated with the proposed construct. Additionally, we employed three indicators for internal consistency: Cronbach's Alpha (α), composite reliability (CR), and average variance extracted (AVE). As presented in Table 2, the results, following the criteria outlined by Chin et al. (2008), indicated that all the indices met the predefined thresholds: factor loadings above 0.6, α greater than 0.8, CR exceeding 0.7, and AVE surpassing 0.5. In simpler terms, the findings demonstrate that the variables used in the study were valid and reliable, as they exhibited strong relationships with the proposed constructs and displayed good internal consistency.

Table 2. Indexes for the measurement model

Construct	Item	Factors loading	α	CR	AVE
Solid and resilient Organisation			0,891	0,814	0,679
	Are People happy with the type of organisation at work?	0,895			
	Are People resilient at work?	0,834			
	Managers are ready to listen and support people in problem-solving	0,791			
	Top management in the organisation are good examples of professionals that can inspire people to learn from	0,713			
	People feel responsible for the success of the organisation, and this is gratifying	0,876			
	In a situation of a problem or crisis occurs, ordinary hierarchies and bureaucracies break down. Do people actively seek a solution?	0,785			
Flexibility and social organisation			0,901	0,834	0,763
	There is a constant exchange of information and opinions between departments	0,903			
	Colleagues or superiors understand the people in organisation	0,890			
	Are working hours flexible?	0,858			
	At work, you do not feel pressurised or judged	0,911			
	Our organisation actively encourages people to challenge and grow through their work	0,876			
	How much time can People dedicate to themselves?	0,785			

Economic Sustainability	0,867	0,798	0,689
How many km is the trip to the office? (Before covid)	0,898		
Do you mainly work from the office?	0,978		
Working from home allowed people to save money (fuel cost, cost of clothes)	0,879		
Our organisation acts responsibly in the use of economic, social and environmental resources	0,756		
The organisation succeeds in balancing corporate interests with those of the community (including employees)	0,749		

The second step was to compute the aggregate index for each construct considered (table 3).

Table 3. Aggregate index

Period	Constructs	1	2	3	4	5
Outbreak of the Covid-19 pandemic and subsequent lockdown	Solid and resilient Organisation	21,83	52,33	37,34	23,50	0
	Flexibility and social Organisation	43,66	47,20	31,34	16,60	10,20
	Economic Sustainability	21,00	21,75	31,50	27,50	33,25
Post pandemic	Solid and resilient Organisation	0	5,40	30,60	54,40	44,60
	Flexibility and social Organisation	11,75	9,00	21,25	52,25	40,75
	Economic Sustainability	8,80	23,60	21,60	45,20	39,40

By examining the data from both timeframes, it becomes evident how implementing suitable corporate strategies, like those adopted by the companies under consideration, facilitates the adoption of smart working. This, in turn, positively impacts both the company itself and employees' work and personal lives.

From the analysis of construct, "Solid and resilient organisation," workers' crucial role in building and maintaining a solid organisation is highlighted. In the considered companies, implementing guidelines based on the sustainable business model, which involves workers in decision-making processes, has fostered a culture of continuous improvement, resulting in increased revenue compared to the pre-pandemic period. From the analysis of the individual variables within the construct, some key points emerge that highlight the role of workers in the highlighted business contexts:

- *Compared to 2020, workers feel more responsible for the organisation's success (the average value of "People feel responsible for the success of the organisation, and this is gratifying" increases from 2.1 to 4.7). Control-based leadership styles have been eliminated, as suggested by Kessels et al. (2012) and Giraldi et al. (2022). It can allow them to provide valuable*

insights for adapting strategies, improving processes, and driving innovation (Holbeche, 2023).

- *Workers can communicate openly, share information, and collaborate effectively (the average value of "Managers are ready to listen and support people in problem-solving" increases from 2.5 to 4.2). It improves teamwork and decision-making and facilitates problem-solving (Yamauchi & Sato, 2023). Internal solid relationships and a culture of collaboration undoubtedly enable organisations to respond quickly to changes and work together towards shared goals. Their buy-in, support, and willingness to embrace change are crucial for successful implementation.*

Another factor highlighted by the survey is that organisations involving workers in change management processes, providing clear communication, and offering training and support (the average value of "The organisation offers support and training?" increases from 2.1 to 4.0). The literature also supports this finding (He et al., 2023).

From the construct "Are people happy with the type of organisation at work?", it is evident that workers feel satisfied working in companies that prioritise employee well-being, offer growth and development opportunities, and promote a positive and active work environment.

Within the "Flexibility and Social Organisation" construct, over 68% of employees constantly reported under observation during the lockdown period, leading to excessive monitoring, causing stress, anxiety, and job dissatisfaction (Fortuna et al., 2023). Especially during the initial transition from office work to remote work, the company provided little support to employees who faced the complexities of using new technologies. Employees less familiar with technology had to develop their technical skills independently, without receiving training or educational materials from the company, using their time and encroaching on their private lives. In response to the question "How much time can I dedicate to myself?", over 85% of the workers complained about having little or no time for themselves. Work precedes personal life, leading to technostress and dissatisfaction (Rossi & Zanetti, 2023). Furthermore, during the forced transition to smart working, the company failed to support and assist employees, with over 70% of employees feeling abandoned and misunderstood.

Different results are obtained in the second period in which the companies adopt new strategies. The survey shows that in this second phase, workers are less stressed (the work allows flexibility, and they have more time to devote to themselves. Furthermore, they feel less under observation, and information exchanges between different offices now occur smoothly.

The 'Economic Sustainability' in both datasets highlights how shifting from the traditional economic model based on unsustainable practices to remote working and agile practices positively impacts the environment (Roberto et al., 2022; Shojaei et al., 2021). Working from home allows each interviewed employee to avoid an average of 8000 km per year, which has positive implications for carbon dioxide emissions and the time spent commuting to the workplace. Another relevant data point comes from the variable "Working from home allowed me to save money," where the survey shows that over 50% of respondents can save much more by staying at home. Remote working, therefore, leads to more significant financial savings as it reduces harmful emissions and waste and commuting costs, such as fuel expenses or public transportation passes, and costs related to public services and restaurants (Konietzko et al., 2020). This result agrees with previous studies by (Pereira et al., 2022) and (Perillo & Gauthier, 2022), confirming that digitisation promotes decentralisation and energy efficiency. In Pereira's study, authors demonstrate that as

utilities modernise their networks by including digital solutions, communication and software services, they may focus on more digitalised and decarbonised energy generation.

4 Discussion

Smart working transitioned from being perceived as a constraint to being recognised as an opportunity for growth, even when initially implemented as an emergency measure, this is the finding derived from the data analysis. Managers following guidelines underlying the sustainable business model have transformed smart working into a positive and desirable change by actively involving each worker in their tasks, fostering organisational commitment, and granting greater autonomy. Practical considerations the authors drew from the analysis:

- *Build a culture oriented towards resilience and openness to change. Managers must first manage the crisis and promote change by fostering a solid and resilient organisation, motivating employees to rise above challenges. Leaders should provide adequate resources to support employees in delivering good performance.*
- *Autonomy and flexibility for workers. Embracing autonomy has been a crucial aspect of smart working and the ability to self-manage one's time. Flexibility and the freedom to choose when and where to work are subject to the individual's organisational and personal time management skills.*
- *Involve individuals in decision-making processes.*
- *Support, knowledge sharing, communication, and mutual trust. Employees need to perceive the trust placed in them to achieve the objectives. Delegated responsibility encourages more significant commitment from Employees. Frequent communication is essential to stay aligned with the goal.*

The results of the second questionnaire indicated a significant recovery for the companies under test, overcoming the devastating impact of the COVID-19 pandemic and confirming the effectiveness of the sustainable business model. Smart working presents an opportunity for behavioural change and a more sustainable company, confirming previous studies (Moktadir et al., 2020; Umar et al., 2022) monitored and notice improved communication and seamless information exchange among offices. Organisations provide employees with the necessary resources and tools to deliver good performance—work dynamics and relationships, especially among colleagues, integrated physical interactions with technological support. Adequate technological tools, combined with training provided by the companies, facilitated the creation of new co-working spaces and knowledge sharing.

Based on the first research hypothesis (R.Q.1), a positive relationship exists between flexible work agreements (smart working) and social organisation. The study's findings demonstrate that flexible work practices, such as smart working arrangements, produce positive outcomes for companies and employees. Regarding social organisation, the research highlights that flexible work agreements promote interconnectivity and mutual employee learning. Adopting smart working allows individuals to have freedom and autonomy in deciding when, where, and how they work. It encourages open communication, information sharing, and collaboration among departments and colleagues. Workers feel more responsible for the organisation's success and actively seek solutions during problems or crises. The study emphasises the importance of building a solid and resilient organisation that prioritises social organisation and utilises all available resources effectively. The research acknowledges the positive impact of flexible work agreements on economic sustainability. Smart

working contributes to economic sustainability by reducing environmental impacts, optimising resource utilisation, and improving employee productivity. It mentions cost savings through reduced office space requirements and improved employee productivity. Smart working practices can enhance employee satisfaction, engagement, and retention.

Regarding R.Q.2, the research suggests that organisations that adopt smart working practices exhibit higher resilience levels. Resilience refers to an organisation's ability to respond to challenges and adapt to environmental changes dynamically. The study mentions that companies implementing smart working practices were able to recover more quickly from the crisis caused by the COVID-19 pandemic. These organisations were better equipped to adapt to sudden disruptions and maintain their operations effectively. While resilience alone is not directly related to adopting smart working practices, the research argues that organisations appearing resilient by adopting smart working practices are more likely to succeed than those that need help managing flexible working practices. The study highlights the importance of managing and supporting flexible working arrangements, such as those required by smart working, to leverage the potential benefits and enhance organisational resilience. The specific mechanisms and factors that mediate the relationship between smart working and organisational resilience may require further research. However, the findings suggest that organisations embracing smart working practices create a more agile and adaptable workforce, enabling them to thrive in dynamic economic environments and respond effectively to crises. In conclusion, adopting smart working strategies and practices influenced employees' resilience, commitment and proactivity towards achieving company goals and improving performance given the Triple Bottom Line, consistent with Marino et al. (2021).

The analysis confirms the R.Q.3 hypothesis, and the research shows that smart working can positively influence economic sustainability. Implementing smart working practices can contribute to economic sustainability through various mechanisms and benefits. Cost savings: Smart working practices, such as remote work, can reduce costs associated with commuting, office space requirements, and utilities. This cost reduction can contribute to more efficient resource utilisation and financial savings for employees and organisations. Productivity and efficiency: Studies mentioned in the text indicate that smart working practices can enhance employee productivity and engagement. By providing employees with flexibility and autonomy in managing their work, smart working can improve work-life balance, reduce stress, and increase job satisfaction. Work agreements allow retaining appeal and impact an organisation's long-term economic sustainability. While the text acknowledges the potential benefits of smart working for economic sustainability, it also notes that the impact may vary across different industries, organisational contexts, and geographic regions. Further research is needed to explore this relationship's specific mechanisms and contingencies. In summary, smart working practices have the potential to influence economic sustainability positively by reducing costs, improving productivity, reducing environmental impact, and attracting and retaining talent. Adopting practices prioritising efficient resource utilisation, supporting social equity, and fostering long-term economic growth. Organisations can leverage the intersection between economic sustainability and smart working to create a more resilient and socially responsible work environment.

5 Conclusion

The fundamental principles of sustainable entrepreneurship, organisational resilience, and social organisation are essential in today's shaping companies' business strategies. In this study, the authors analyse how companies that have integrated these principles into their organisation strategies and

have adopted smart working practices can create a more sustainable, resilient, and socially responsible work environment. This integration enables organisations to address economic and social challenges, promoting innovation, productivity, and employee satisfaction. The analysis was conducted on a sample of 135 individuals using an aggregative analysis. The interviewees work in software development, graphic design, and consulting companies that have adopted the same guidelines underlying the sustainable business model and promote smart working. First and foremost, the findings of this study emphasise the advantages of smart working and the impact of the mediating variable on the social aspect. Smart working provides an opportunity for behavioural change and contributes to building a more sustainable company. Employees can control their time, experience reduced stress, and have more personal time. Furthermore, workers perceive a decreased sense of being constantly monitored and observe enhanced communication and seamless exchange of information between different offices. These outcomes effectively demonstrate the positive effects of smart working on both individuals and organisational dynamics. Another aspect analysed was the association between smart working and the resilience of organisations. The results demonstrate how adopting this working method, with adequate strategies, positively influences the resilience, commitment and proactivity of employees towards achieving company objectives and, therefore, the performance improvement precisely in view of the Triple Bottom

Line.

Last, the results of this study highlight the importance of smart working on the economic sustainability of workers. More than half of the respondents declare that by working in smart working, they can save more compared to when they used to go to the office. In the long run, this could lead to a significant economic recovery for the country. It is important to recognize the limitations of this study, primarily stemming from the small sample size, which restricts the generalizability of the findings to the broader population. However, this research serves as a valuable initial exploration into the proposed hypotheses, laying the groundwork for future investigations with larger and more diverse samples. A future study is warranted to administer the questionnaire to more employees, addressing the limitation of the small sample size and allowing for a more robust analysis of the relationships between the variables under examination (Strong and Resilient Organisation, Flexibility, Social Organisation, and Economic Sustainability). With an expanded sample, a more comprehensive analysis can be conducted, enabling the validation and replication of the findings presented in this study. In addition to increasing the sample size, using Bayesian Structural Equation Modeling (B-SEM) would be instrumental in unravelling the complex interactions between the variables. B-SEM combines factor analysis, regression analysis, and Bayesian inference methods to explore both observed and latent variables and their interrelationships. By incorporating uncertainty and prior knowledge, B-SEM provides a robust statistical framework to estimate model parameters and analyse intricate relationships between variables (Muthén et al., 2012). Incorporating B-SEM in future research will enhance our understanding of the underlying mechanisms driving sustainable entrepreneurship, organisational resilience, and their connection to social organisation and economic sustainability. This comprehensive approach will contribute to the existing body of knowledge and provide valuable insights for organisations seeking to foster sustainability and resilience in the face of evolving challenges. Given the limitations of the present study, it is important to interpret the findings cautiously and view them as a foundation for further investigation. Future research efforts should focus on expanding the sample size, employing B-SEM analysis, and considering additional variables and contextual factors to deepen our understanding of the intricate dynamics at play. By addressing these recommendations, we can advance the field of sustainable entrepreneurship and organisational resilience, empowering organisations to thrive in an ever-changing landscape. Through continued research, we can uncover valuable strategies and practices

that enable organisations to effectively navigate challenges and promote sustainable and resilient business practices.

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ANNEXES

Overall placement of employee scores - First data collection

Solid and resilient Organization	1	2	3	4	5
Are People happy with the type of organisation at work?	0	59	45	31	0
Are People resilient at work?	19	45	45	26	0
Managers are ready to listen and support people in problem-solving	0	83	30	22	0
The organisation offers support and training?	36	63	24	12	0
People feel responsible for the success of the organisation, and this is gratifying	45	41	36	13	0
In a situation of a problem or crisis occurs, ordinary hierarchies and bureaucracies break down. Do people actively seek a solution?	48	33	34	20	0
Flexibility and social organisation					
There is a constant exchange of information and opinions between departments	27	68	32	8	0
Colleagues or superiors understand the people in organisation	96	39	0	0	0
Are working hours flexible?	54	40	41	0	0
At work, you feel pressurised or judged	0	13	29	36	57
Our organisation actively encourages people to challenge and grow through their work	13	50	36	36	0
How much time can People dedicate to themselves?	75	41	19	0	0
Economic Sustainability					
How many km is the trip to the office? (before covid)	<10km	10-20km	20-30km	30-40km	>50km
	3	12	81	31	8
Economic Sustainability					
Do you mainly work from the office?	0	0	10	26	99
Working from home would allowe people to save money (fuel cost, cost of clothes)	6	16	33	49	31
Our organisation acts responsibly in the use of economic, social and environmental resources	37	44	34	17	3

The organisation succeeds in balancing corporate interests with those of the community (including employees)	41	27	49	18	0
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Overall placement of employee scores - Second data collection

Solid and resilient Organization	1	2	3	4	5
Are People happy with the type of organisation at work?	0	0	9	82	44
Are People resilient at work?	0	9	0	99	27
Managers are ready to listen and support people in problem-solving	0	0	25	49	61
The organisation offers support and training?	0	0	43	63	29
People feel responsible for the success of the organisation, and this is gratifying	0	0	0	44	91
In a situation of a problem or crisis occurs, ordinary hierarchies and bureaucracies break down. Do people actively seek a solution?	0	27	74	34	0
Flexibility and social organisation					
There is a constant exchange of information and opinions between departments	0	0	0	46	89
Colleagues or superiors understand the people in organisation	0	0	10	83	42
Are working hours flexible?	0	0	25	38	72
At work, you feel pressurised or judged	47	36	29	6.	17
Our organisation actively encourages people to challenge and grow through their work	0	0	11	27	97
How much time can People dedicate to themselves?	0	0	46	74	15
Economic Sustainability					
How many km is the trip to the office? (before covid)	<10km	10-20km	20-30km	30-40km	>50km
	3	12	81	31	8
Economic Sustainability					
Do you mainly work from the office?	13	95	27	0	0
Working from home allowed people to save money (fuel cost, cost of clothes)	0	0	14	49	72
Our organisation acts responsibly in the use of economic, social and	0	0	9	107	19

environmental resources

The organisation succeeds in balancing corporate interests with those of the community (including employees)	0	0	0	110	25
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