

# Teleworking in scientific research: issues, opportunities and challenges for innovation

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**Abstract :** Teleworking, a concept that has been expanding for years and intensified by the COVID-19 pandemic, is a way of working that allows an individual to carry out their professional activity remotely from their main place of work using information and communication technologies (ICT).

This way of working is associated with opportunities, such as a better work-life balance and a reduction in commuting, but it can also generate challenges, such as the risk of isolation or blurring of the lines between private and professional life. A more in-depth look at its impact in the field of scientific research, particularly in terms of innovation and productivity.

This transition has also allowed researchers to reconfigure their professional relationships, promoting both remote collaboration and autonomy in their projects.

However, this evolution has also posed challenges, particularly in terms of equipment, remote management and work-life balance, while highlighting the need to rethink management methods adapted to a teleworking environment.

SO :

**To what extent can teleworking, as a flexible working method, promote scientific innovation while addressing the challenges related to access to resources, in an increasingly digitalized research context?**

**Keywords:** Teleworking; ICT; Scientific Innovation, Productivity; Research.

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**Digital Object Identifier (DOI):** <https://doi.org/10.5281/zenodo.18339042>



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## 1. Introduction

Teleworking, a concept that has been expanding rapidly since the 2000s and intensified by the COVID-19 pandemic, is a way of working that allows an individual to carry out their professional activity remotely from their main place of work using information and communication technologies.

This way of working is associated with opportunities, such as a better work-life balance and a reduction in commuting, but it can also generate challenges, such as the risk of isolation or blurring of the lines between private and professional life.

These characteristics make teleworking relevant for in-depth reflection on its impact in the field of scientific research, particularly in terms of innovation and productivity.

The history and evolution of teleworking in scientific research are marked by significant transformations, particularly accelerated in recent decades. In the 1980s, teleworking began to be studied as a potential lever for improving researchers' productivity and quality of life. However, its adoption remained limited, often to informal or occasional practices.

The major turning point came with the recent health crises, particularly the COVID-19 pandemic. These events forced research institutions to massively adopt teleworking, establishing new organizational paradigms, such as hybrid work.

Before 2020, only about 3% of workers in France regularly worked remotely, compared to over 25% after the pandemic, demonstrating a profound societal transformation. This transition also allowed researchers to reconfigure their professional relationships, fostering both remote collaboration and autonomy in their projects.

However, this evolution has also posed challenges, particularly in terms of equipment, remote management and work-life balance, while highlighting the need to rethink management methods adapted to a teleworking environment.

This evolution has led to a rethinking of work practices by integrating hybrid models that combine remote work and office presence. In scientific research, this has opened up opportunities for global collaboration, reduced greenhouse gas emissions related to travel, and improved researchers' quality of life. Nevertheless, challenges remain, particularly for tasks requiring specialized infrastructure or for young parents, who have sometimes struggled to manage their professional and family responsibilities.

In summary, in this context of digitalization, teleworking contributes to greater flexibility and can support innovation in scientific research, while requiring careful management of inequalities and technological needs to guarantee its effectiveness and fairness.

**SO : To what extent can teleworking, as a flexible working method , promote scientific innovation while addressing the challenges related to access to resources, in an increasingly digitalized research context?**

## 1. The challenges and opportunities of teleworking in scientific research

Teleworking is profoundly transforming scientific research practices, notably by facilitating collaboration between researchers worldwide. Thanks to digital tools such as videoconferencing platforms (Zoom, Microsoft Teams) and shared databases, researchers can now work remotely while maintaining regular and effective communication. This not only overcomes geographical barriers but also enables international research projects that were previously limited by travel and communication constraints. This evolution has positive repercussions on productivity by offering researchers greater flexibility in organizing their schedules, allowing them to better manage their peak productivity periods. For example, they can choose to work on complex tasks, such as writing articles or analyzing data, during times when they feel most focused. According to a 2023 INSEE study, a large majority of workers, including researchers, report that teleworking improves their ability to concentrate on demanding tasks.

While remote work in scientific research offers considerable advantages in terms of flexibility, international collaboration, and a reduced environmental footprint, it also raises significant challenges. Managing isolation, maintaining team cohesion, and addressing inequalities in access to digital infrastructure remain key issues. Researchers and institutions will therefore need to continue innovating and adapting their practices to maximize the benefits of remote work while mitigating its negative effects.

Teleworking necessitates a transformation of traditional research practices. Thanks to digital tools, researchers can now collaborate remotely, exchange data in real time, and participate in international projects without geographical constraints.

These platforms, such as Zoom or Microsoft Teams, facilitate virtual meetings and allow for project continuity even during times of crisis.

However, this adaptation is not without its challenges. Managing research teams becomes more complex, particularly in maintaining cohesion and member engagement. According to an ILO study, remote coordination requires specific managerial skills and appropriate monitoring tools to ensure productivity and quality of work (ILO, 2021). Furthermore, the digitalization of scientific practices presents technological challenges, such as managing large databases and securing digital exchanges.

Teleworking presents a dual challenge for scientific productivity. On the one hand, it offers increased flexibility, allowing researchers to structure their schedules according to their personal and professional needs. This autonomy often improves concentration on complex tasks, such as writing articles or analyzing data (INSEE, 2023).

On the other hand, some researchers report a decline in productivity due to social isolation, which can reduce creativity and the spontaneous exchange of ideas—crucial elements for scientific innovation. Furthermore, studies show that increased stress related to the blurred lines between personal and professional life can negatively impact long-term performance. Finally, establishing adequate digital infrastructure remains a challenge, particularly in developing countries where access to stable and fast connections is limited.

Teleworking, although facing challenges, presents significant opportunities that are transforming the landscape of scientific research, particularly through the integration of digital technologies.

Teleworking fosters increased collaboration among researchers located in different regions of the world. Digital tools such as videoconferencing platforms, shared databases, and project management software enable networked work, even remotely. These new collaborative dynamics facilitate access to diverse expertise and accelerate the completion of research projects (Tremblay, 2020). According to the ILO (2021), removing geographical barriers reduces travel costs while increasing the efficiency of scientific exchange.

Teleworking offers researchers significant flexibility in organizing their schedules and prioritizing tasks according to their peak productivity periods. This often allows for greater focus on analytical work or projects requiring in-depth analysis. For example, a 2023 INSEE study showed that 68% of surveyed workers felt more productive teleworking on specific tasks requiring intense concentration. This increased autonomy is particularly beneficial for researchers working on scientific publications or complex data analyses.

Another advantage of teleworking is the reduction in commuting, which in turn reduces greenhouse gas emissions. This environmental benefit is particularly relevant in contexts where researchers frequently participate in conferences or international collaborations. An analysis conducted by DARES (2022) highlights that teleworking can be part of a sustainable development approach, by aligning professional practices with the social and environmental responsibility objectives of institutions.

Teleworking also allows researchers to better manage their work-life balance. This is particularly important for young parents or researchers with family responsibilities. According to a Statistics Canada survey (2021), 73% of respondents reported an improvement in their personal well-being thanks to the ability to work from home while maintaining their professional goals.

1. **Accelerating international collaboration:** Remote work overcomes geographical and temporal constraints, facilitating collaboration between researchers worldwide. Virtual conferences, online meetings, and the sharing of collaborative work tools enable research projects to be conducted remotely more smoothly and quickly. This can be particularly advantageous for multidisciplinary and multicultural research projects.
2. **Flexibility and accessibility:** Teleworking can offer greater flexibility, allowing researchers to better manage their schedules. This can be particularly useful for early-career researchers, women in science, or anyone with personal constraints. The ability to work remotely also democratizes access to research, especially for researchers living in remote areas or with limited access to research centers.
3. **Cost reduction:** Teleworking can significantly reduce travel and accommodation costs, particularly for international collaborations. This allows institutions to reinvest these savings in new research projects or cutting-edge technologies. Furthermore, teleworking can enable more efficient management of workspaces and resources within academic institutions.
4. **Innovation in research practices:** The shift to remote work is prompting a rethinking of research methodologies and the adoption of new digital tools, such as data management platforms, remote simulation tools, and real-time collaboration software. This can lead to innovations not only in research content but also in the ways research is conducted, thus paving the way for new paradigms in the scientific process.

## 2. The challenges of teleworking for scientific innovation

While teleworking offers numerous advantages, particularly in terms of flexibility and reduced commuting, it also poses significant challenges to scientific innovation. These challenges, exacerbated by the inherent characteristics of research work, affect several essential dimensions of the scientific process, namely collaboration, creativity, resource management, and equity. One of the main obstacles lies in the reduction of spontaneous interactions and informal exchanges, which are often the source of major scientific breakthroughs. In teleworking, moments of "serendipity"—those informal and unplanned exchanges that foster the emergence of innovative ideas—become less frequent. As the International Labour Organization (ILO, 2021) points out, teleworking limits opportunities for these informal interactions, which often occur in shared laboratory spaces or during hallway conversations. Video conferencing platforms, while convenient, cannot replicate the dynamics of face-to-face meetings, particularly during brainstorming sessions or creative workshops where ideas can emerge organically and fluidly (Tremblay, 2020).

Furthermore, technological limitations represent another major challenge for remote research. Teleworking requires robust digital infrastructure, including reliable internet connections and high-performance equipment. In some developing countries or less privileged contexts, access to these resources is unequal, creating a digital divide that slows scientific progress and exacerbates inequalities among researchers. A study conducted by INSEE (2023) shows that this unequal access to technology can limit some researchers' participation in international projects or access to critical databases, thus hindering their ability to conduct high-quality research. Moreover, growing concerns about data security and cyberattacks pose a significant risk to the confidentiality of sensitive research (DARES, 2022). Researchers must therefore not only address basic technological challenges but also navigate an increasingly complex and vulnerable digital environment.

Professional isolation is another significant challenge of teleworking. While this work arrangement offers considerable autonomy, it can also lead to social isolation, which negatively impacts researchers'

morale and engagement. Indeed, the lack of daily interaction with colleagues and the feeling of being disconnected from the rest of the team can reduce motivation, creativity, and the capacity to innovate. According to a Statistics Canada study (2021), workers in full-time teleworking are more likely to experience a decline in their mental health due to isolation. This situation is particularly problematic in fields where collaboration and group dynamics are essential for fostering creativity and productivity. In the absence of these informal interactions, the innovation process can be hampered, as spontaneous collaboration and unplanned exchanges of ideas are crucial elements for scientific innovation.

Finally, managing complex collaborative projects becomes more difficult when working remotely. Research projects, especially those involving multidisciplinary and international teams, require close coordination and seamless communication to be successful. However, physical distance and time zone differences complicate the day-to-day management of these projects. Digital tools, while effective, are not always sufficient to compensate for the loss of physical proximity and informal communication, often necessary to maintain optimal coordination. As Pichault and Grosjean (1998) point out, poor team synchronization or ineffective communication can lead to project delays and affect project quality. The challenges of project management when working remotely are therefore numerous, ranging from task planning to remote conflict resolution, which complicates the implementation of large-scale collaborative projects.

In summary, while teleworking opens up new possibilities for scientific research, particularly in terms of flexibility and access to international collaborations, it presents significant challenges for innovation. Reduced informal interactions, unequal access to technology, social isolation, and increased complexity in managing collaborative projects are obstacles that must be overcome to ensure that teleworking does not hinder scientific progress. Research institutions must therefore rethink their collaborative methods and invest in technological and human solutions to minimize these challenges and fully leverage the advantages of teleworking.

However, this new work organization also presents several challenges, particularly for managing research teams. Remote work makes maintaining team cohesion more difficult, as the informal interactions and spontaneous exchanges that often occur in an office environment are limited remotely. According to the International Labour Organization (ILO, 2021), managing remote teams requires specific managerial skills to maintain researcher engagement and ensure effective coordination. It is also crucial to implement project-monitoring tools that measure productivity and work quality to ensure that research objectives are met despite the distance.

Social isolation is another major challenge associated with remote work. While digital tools facilitate communication, the spontaneous exchange of ideas, often a source of scientific innovation, is less frequent when working remotely. The absence of these informal interactions can hinder the creativity of researchers, who often rely on face-to-face discussions to enrich their thinking. Furthermore, some researchers report a decrease in their motivation and well-being due to the blurred lines between their professional and personal lives. Remote work can thus generate increased stress, particularly for those juggling family responsibilities or less-than-ideal working conditions at home (Dares, 2022). This stress can ultimately affect their productivity and performance in the long term.

Furthermore, the establishment of suitable digital infrastructure is another obstacle to overcome, particularly in developing countries. Where access to a stable and fast internet connection is limited, researchers may face difficulties accessing the resources necessary for their work or holding effective online group meetings. This digital divide can exacerbate inequalities among researchers, especially in contexts where teleworking infrastructure is not sufficiently developed.

Despite these challenges, teleworking also offers significant environmental and social benefits. By reducing travel for conferences or international collaborations, it contributes to reducing researchers' carbon footprint. This ecological benefit is particularly relevant in a context where institutions are seeking to align their professional practices with sustainability and social responsibility objectives

(DARES, 2022). Furthermore, teleworking allows for better work-life balance, especially for researchers with family responsibilities, such as young parents. A Statistics Canada study (2021) shows that teleworking significantly improves worker well-being by offering greater flexibility in organizing their day.

While teleworking offers undeniable advantages, it also presents significant challenges for scientific innovation. These challenges, often amplified by the specific characteristics of research work, affect various aspects: collaboration, creativity, resource management, and equity.

#### Challenges .

Scientific innovation often relies on informal interactions, spontaneous discussions, and unexpected exchanges, which are difficult to replicate in a remote work environment. According to the ILO (2021), remote work limits opportunities for " serendipity "—those unexpected moments when ideas emerge during unplanned interactions. Furthermore, video conferencing and digital tools, while effective, do not always replace the dynamics of face-to-face discussions, particularly during brainstorming sessions or creative workshops (Tremblay, 2020).

Teleworking requires a robust digital infrastructure, including a reliable internet connection and high-performance equipment. In some contexts, particularly in developing countries, these resources are not always uniformly available. A study by INSEE (2023) highlights that the lack of equitable access to digital tools can exacerbate inequalities among researchers and slow scientific progress. Furthermore, cyberattacks and data privacy issues pose risks to the security of sensitive research (Dares, 2022).

Prolonged isolation of researchers can negatively impact their motivation and engagement. This isolation can affect team morale and, ultimately, reduce productivity and the capacity to innovate. Statistics Canada (2021) reports that employees working entirely remotely are more likely to experience a decline in their mental health due to a lack of socialization.

Scientific projects often involve multidisciplinary teams with varying coordination needs. Managing these projects remotely becomes more complex. Poor communication or a lack of synchronization can slow the pace of work and compromise results. According to a study by Pichault and Grosjean (1998), digital tools, while useful, are not always sufficient to guarantee effective coordination of geographically dispersed teams.

Teleworking in scientific research is an increasingly relevant topic in a context where digitalization and globalization are profoundly transforming methods of collaboration and knowledge production. While teleworking is traditionally associated with sectors such as IT or management, it also presents significant challenges, opportunities, and opportunities for innovation in the scientific field.

Teleworking in scientific research is a promising development that opens up numerous opportunities to improve international collaboration, reduce costs, and encourage greater flexibility. However, it also presents significant challenges, particularly related to infrastructure, data security, supervision, and maintaining group dynamics.

For teleworking to become a true driver of innovation in research, institutions must invest in adequate infrastructure, develop effective digital tools, and ensure that management and supervisory practices are adapted. Furthermore, it is essential to find a balance between teleworking and physical presence in order to preserve the richness of human interaction and the creativity that characterize the best scientific advances.

#### Conclusion

Teleworking in scientific research presents both significant opportunities and challenges. While it can foster global collaboration, increase flexibility, and provide cost savings, it also brings about issues related to communication, access to resources, and the potential loss of innovation through informal interactions. To navigate these challenges, organizations and researchers will need to adopt new strategies, tools, and practices to maintain productivity and creativity in remote work environments.

To fully capitalize on the potential of teleworking, the scientific community will need to invest in robust digital infrastructure, ensure equitable access to technology, and develop new strategies for maintaining creative and innovative work environments remotely. Researchers and organizations must find a balance between remote flexibility and the need for physical, collaborative spaces that inspire creativity and innovation.

The future of teleworking in scientific research depends on a hybrid approach that combines the best of both worlds: the flexibility and global reach of remote work with the tangible benefits of in-person interaction when necessary. By adapting to new technologies, enhancing communication strategies, and reevaluating how innovation occurs in a remote setting, the scientific community can continue to thrive and produce groundbreaking work, even in a largely virtual environment.

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