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Investigating the impact of remote work on employee experience: A structural model approach

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Master in Business Administration

Supervisor:

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ISCTE-IUL

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"Education is the most powerful weapon which you can use to change the world."

Nelson Mandela

To my family, who have supported me without wavering,

throughout my time as a Master student.

Abstract

The present thesis explores the relationship between remote working and five key aspects: Job Satisfaction, Social Support, Feelings about Work, Working Environment, and Workload Perception. In order to achieve this goal, the Partial Least Squares (PLS) 4 method has been applied, enabling the development of a comprehensive model based on the data collected from a questionnaire specifically designed to assess the experience and knowledge of remote workers in the above fields.

The data collected from the questionnaire was processed and modified to enable PLS 4 to generate a model and results that could be analyzed concerning each variable. One of the main findings of this thesis is that Feelings about Work are positively related to Job Satisfaction, while Workload Perception is not. Similarly, Social Support and Working Environment were found to relate positively to Feelings about Work, but Workload Perception was not found to be significantly related.

Throughout the thesis, the study's results are presented along with the model and the relationships between each variable. This thesis provides important insights into the relationship between remote working and critical aspects relevant to employees' job satisfaction and overall well-being. The findings are relevant for organizations and individuals seeking to optimize remote work arrangements and improve their effectiveness and productivity.

Resumo

A presente tese explora a relação entre o teletrabalho e cinco aspectos fundamentais: Satisfação profissional, Apoio social, Sentimentos sobre o trabalho, Ambiente de trabalho e a Percepção da carga de Trabalho. Para atingir este objectivo, foi aplicado o método Partial Least Squares 4 (PLS), permitindo o desenvolvimento de um modelo abrangente com base nos dados recolhidos através de um questionário especificamente concebido para avaliar a experiência e os conhecimentos dos trabalhadores à distância nos domínios acima referidos.

Os dados recolhidos no questionário foram processados e modificados para permitir ao PLS 4 gerar um modelo e resultados que pudessem ser analisados relativamente a cada variável. Uma das principais conclusões desta tese é que os Sentimentos sobre o Trabalho estão positivamente relacionados com a Satisfação no Trabalho, enquanto a Percepção da Carga de Trabalho não está. Da mesma forma, o Apoio Social e o Ambiente de Trabalho também se relacionam positivamente com os Sentimentos sobre o trabalho, mas a percepção da carga de trabalho não está significativamente relacionada.

Ao longo da tese, os resultados do estudo são apresentados juntamente com o modelo e as relações entre cada variável. Esta tese fornece informações importantes sobre a relação entre o teletrabalho e aspectos críticos relevantes para a satisfação dos trabalhadores e o seu bem-estar geral. Os resultados são relevantes para as organizações e organizações e indivíduos que procuram optimizar as modalidades de trabalho remoto e melhorar a sua eficácia e produtividade.

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1 Introduction

As the COVID-19 pandemic swept the world and social distancing was essential to reduce transmission, many governments encouraged or required physical presence at work to be minimized or, in many cases, forbidden. In response, many businesses have turned to digital technology to stay competitive, allowing employees to work from home and teaching them how to use tools such as video conferencing (Zoom, Skype, Teams, etc.), cloud services, or virtual private networks. These digital working environment tools are essential for effective communication between employees and supervisors. Businesses that could leverage pre-existing telecommuting capabilities or adapt quickly were better equipped to make a relatively seamless transition to working from home and could maintain production levels (OECD Digital Economy Outlook 2020, 2020).

The COVID-19 pandemic has forced many organizations to adopt remote work as a necessary measure to prevent the spread of the virus. Although remote work has provided benefits such as flexibility and increased autonomy, it has also presented challenges that affect employee well-being and job performance (Gajendran & Harrison, 2007; Golden et al., 2020). The sudden transition to remote work has disrupted work routines, blurred boundaries between work and personal life, and increased social isolation, negatively impacting mental health (Cuyper & de Witte, 2020; World Health Organization, 2020).

After nearly two years of remote working, many organizations are shifting towards a hybrid work model that combines on-site and remote work. The pandemic has accelerated the adoption of flexible work arrangements, and employees have recognized the benefits of remote work, such as improved work-life balance and reduced commuting time (Gorgievski et al., 2010; Golden et al., 2020). Research suggests that a hybrid working model can lead to increased job satisfaction and well-being and improved productivity and creativity (Golden et al., 2020; Nielsen & Abildgaard, 2020).

Adopting remote work has increased the importance of effective communication and technology to maintain team cohesion and collaboration (Chua et al., 2020; Huang et al., 2021). Managers

must provide support and resources to ensure employees have the necessary tools and skills to succeed in a hybrid work environment (Golden et al., 2020; Nielsen & Abildgaard, 2020).

The term “Remote Working” which also goes by the name “telecommuting” or “working from home”, refers to a type of work arrangement in which individuals perform their duties outside of a conventional office setting, most commonly from the comfort of their own homes or other off-site locations. In recent years, people have shown an increased interest in working remotely (Chiang & Birtch, 2015) due to the large part of the improvements in technology that have made it possible for individuals to carry out their jobs effectively and efficiently from nearly any location in the world (Salanova et al., 2000).

2 Theoretical framework

The rise of remote working has been a significant phenomenon in recent years, changing attitudes toward work. Thus, it is now more crucial than ever to comprehend how remote working affects employees' experiences with their jobs. The numerous aspects of remote work, including job satisfaction, the working environment, social support, feelings related to work, and workload perceptions, will be examined under this theoretical framework. This framework aims to provide a deep understanding of remote work's complexity and how it might affect employees' work experiences by looking into these topics. This information will contribute to creating plans that maximize the advantages of remote work while minimizing any potential disadvantages.

2.1 Job Satisfaction

Many authors attempted to recognize and define the phrase, with each contributing their perspective in the process. In order to provide a clearer understanding of the concept, we will now examine several of the definitions that are getting used most frequently. The degree to which a team member is pleased with their position within a business refers to work satisfaction (Omar, 2013). According to Hoppock (Hoppock, 1935), Job Satisfaction is a combination of psychological, physiological, and environmental circumstances that cause a person to say they are satisfied with their work truthfully. Hoppock defines Job Satisfaction as a combination of psychological, physiological, and environmental circumstances. That is something that continues to take place behind closed doors and has to do personally with the feelings of each worker (Gorgievski et al., 2010).

The work must fulfill the position's requirements to maintain a healthy relationship between employees and employers. Recent studies have emphasized the importance of prioritizing the needs and preferences of employees as human beings, which has become a new managerial paradigm in modern businesses (Cameron et al., 2019; Mauno et al., 2019). This paradigm has highlighted the significance of job satisfaction in achieving organizational goals and team member well-being. As a result, managers, human resource professionals, and employees are increasingly interested in strategies to improve job satisfaction (Van den Broeck et al., 2018).

Recognizing that job satisfaction is closely linked to employee productivity is essential. A happy and content employee is more likely to be productive and efficient. Therefore, organizations should prioritize the well-being of their employees to maintain a productive and positive work environment (Kristof-Brown et al., 2018).

Job satisfaction is essential for an organization's performance since it correlates favorably with employee loyalty, teamwork, and absence reduction (Yadav & Dabhade, 2014). It describes a person's total sense of fulfillment and contentment at work. It is influenced by several elements, such as job responsibilities, work environment, pay, interpersonal connections with coworkers and managers, chances for professional advancement, and company culture (Li & Guo, 2018). As a result, managers and businesses should place a high focus on encouraging employee job satisfaction. By doing this, they may expect to enjoy the benefits of a more loyal, engaged, and motivated team.

According to the findings of various pieces of research, being happy in one's profession is associated with a wide variety of beneficial effects, including higher motivation, enhanced job performance (Spector, 2006), less turnover, and improved mental and physical health. Individuals are more likely to be engaged in their work, have a greater sense of commitment to the organization, and feel a sense of pride and accomplishment in their contributions when they are happy with their jobs. (Demerouti et al., 2001).

In job satisfaction, several factors have been identified that can contribute to employees' contentment and the likelihood of staying with their current employers (Gorgievski et al., 2010). Firstly, workers who believe their work is meaningful and positively impacts others are more likely to be satisfied with their jobs (Hackman & Oldham, 1976). A helpful and joyful working environment, including positive relationships with co-workers and managers, can also boost job satisfaction (Spreitzer, 1995).

Recent research suggests various factors enhance job satisfaction, including learning and professional development opportunities, fair remuneration and benefits, and a positive working environment. Nifadkar, Bauer, and Vey (2020) found that learning opportunities and professional development can increase job satisfaction and promote employee retention. Fair remuneration and benefits have also increased job satisfaction and commitment (Liu & Chen, 2021).

Work-life balance is increasingly recognized as crucial in promoting job satisfaction and well-being. Organizations that support work-life balance, such as flexible scheduling and remote work options, can help employees achieve a better balance between work and personal life, leading to greater job satisfaction and well-being (Kalliath et al., 2019; Wang et al., 2021). These findings underscore the importance of creating a positive work environment that supports employee learning and professional development, provides fair remuneration and benefits, and values work-life balance to optimize employee job satisfaction.

2.2 Feelings about Work

Emotions about one's job can range significantly from person to person and are influenced by several aspects, such as the nature of the work performed, the atmosphere of the workplace, and the individual's values and objectives (Li & Guo, 2018). In their study, Li and Guo found that job satisfaction is a complex construct influenced by many factors, including job demands, job resources, and personal characteristics.

According to Meijman and Mulder (Meijman & Mulder,1998), individuals are more likely to feel a sense of pleasure or accomplishment when they perceive that their work allows them to fulfill their potential. This can result from completing a job, contributing to a team or project, or accomplishing personal or professional goals. However, individuals are more likely to suffer workplace irritation when confronted with complex tasks or barriers. This may result from tough jobs, uncooperative co-workers, a lack of resources or assistance, or some combination of these factors.

Additionally, work-related stress is a significant concern for many people, especially when deadlines are looming, workloads are excessive, or the work itself is particularly demanding (Schaufeli & Bakker, 2004). This is especially true in situations where the work itself is exceptionally challenging. Furthermore, the monotony or repetition that some people experience at work can lead to boredom or disinterest, which can be a problem for some people (Hackman & Oldham, 1976). Another significant issue is burnout, which is a condition that can manifest in people who have been subjected to prolonged stress or weariness because of their employment.

This might result from feelings of emotional tiredness, cynicism, and a diminished sense of personal success (Maslach & Leiter, 2016).

In general, feelings regarding one's place of employment are complicated and can be impacted by various events. Companies that emphasize cultivating a happy working environment, promoting the health and well-being of their staff members, and providing chances for professional advancement and growth can assist their workers in experiencing greater job satisfaction and engagement (Spector, 2006). Therefore, employers need to pay attention to these factors and create a positive work environment supporting their employees' well-being and job satisfaction.

2.3 Social Support

Social support is the assistance and resources other people supply within an individual's social network. This assistance can be provided in various formats, including social companionship, emotional support, practical help, and informational support (Gibson, 1994).

According to the findings of numerous studies, an individual's physical and mental health can significantly influence by the social support they receive. Those with strong social support networks can better deal with stressful situations, experience less anxiety and despair, and even have stronger immune systems. Social support can help individuals feel more connected to their co-workers and the business, leading to increased job satisfaction and decreased turnover rates in the workplace (Demerouti et al., 2001).

Remote work has become increasingly popular in recent years due to its flexibility and convenience, with many employees opting to work from home or other remote locations. However, remote work can also present several challenges to individuals, including social isolation, work-life balance, and stress (Nguyen et al., 2021; Shaukat & Anwar, 2021). As a result, social support has become a crucial factor in promoting remote workers' well-being and job satisfaction.

Research has shown that social support in the workplace can come in various forms, including emotional, practical, informational, and social companionship (Podsakoff et al., 2007). In a

remote work environment, managers can create a supportive atmosphere by frequently checking on their employees, providing feedback and recognition, and offering resources and tools to support their work (Nguyen et al., 2021). Employees can also provide social support to their colleagues through virtual team-building activities, such as online social events or informal check-ins (Shaukat & Anwar, 2021). By promoting social support in the workplace, organizations can help remote workers feel more connected and engaged, increasing job satisfaction and overall well-being.

Practical and informational support is crucial for the success of remote workers, particularly during the COVID-19 pandemic, when more people are working from home than ever before (Shockley et al., 2020). Practical support can help remote workers overcome job tasks and responsibilities challenges, leading to increased job satisfaction and performance (Halverson et al., 2020). Similarly, informational support can enhance remote workers' self-efficacy and decision-making abilities, improving their performance and reducing feelings of isolation (Bae et al., 2021).

Virtual team-building activities, virtual games, or online social events can provide social companionship and foster a sense of connection among remote workers. Guan and colleagues (2021) found that virtual team-building activities increased remote workers' sense of social belongingness and engagement with their colleagues. Social interaction is a crucial component of remote work, as it can improve working relationships and enhance individual and organizational well-being. Employers can support remote workers by cultivating a positive and encouraging work environment and providing resources for social support (Wang et al., 2021). By doing so, remote workers are more likely to feel connected, motivated, and productive, leading to overall job satisfaction and organizational success.

2.4 Working Environment

The term “working environment” refers to the conditions of society, culture, and the physical setting in which work is performed. It involves a wide range of characteristics, including the physical workspace, the corporate culture, the interactions among employees, and the relationships between employees and their supervisors (Podsakoff et al., 2007). Employee health,

job satisfaction, and the overall success of a business can be significantly influenced by the quality of the working environment.

Providing a safe and comfortable physical environment is crucial to ensuring a positive workplace, as highlighted by Kivimäki et al. (2021). Employers must prioritize the well-being of their employees by ensuring that the workplace is free of potential physical hazards and designed with ergonomics in mind. This may include proper lighting, temperature control, and comfortable furniture. In addition to the physical environment, a healthy organizational culture is vital to a positive working environment in addition to the physical environment. Such a culture is characterized by open communication, mutual respect, and a shared sense of purpose (Kivimäki et al., 2021).

According to Wang and colleagues (2020), relationships of support are another critical factor in creating a positive working environment. Supportive relationships with coworkers and bosses develop a sense of belonging and raise job satisfaction. Employers can establish supportive relationships by providing team-building activities and cultivating a workplace culture of collaboration and cooperation.

Wang (2020) also believes that flexible working arrangements, such as working from home or adjusting working hours, help increase job satisfaction and maintain a healthy balance between work and personal life. Opportunities for progress and growth, such as training, career development, and advancement, make employees feel valued in their work and increase their investment.

Diversity and inclusion: Efforts made to increase diversity and inclusion in the workplace can help create an atmosphere that is more upbeat and encourages employees. An organization's culture should seek to value and respect the unique qualities that each person brings to the table, and employers should prioritize this.

In general, developing a constructive atmosphere at work calls for a holistic approach sensitive to the interplay of various elements. Employers can establish a work environment that encourages productivity, engagement, and success by prioritizing their employees' health and happiness (Leroy and Palanski, 2020).

2.5 Workload Perception

Workload perception refers to a team member's subjective estimate of their workload, which includes their perceived needs, resources, and capability to deal with work-related pressures. It is essential because it has the potential to influence employee health and happiness, as well as job satisfaction and performance (Chiang & Birtch, 2015). The amount of labor an individual believes they have to do can be affected by several different circumstances, including the demands of their employment, the resources they have access to, and individual differences (Gorgievski et al., 2010). For instance, employees may feel overwhelmed if they have excessive duties to complete in a short period or do not have access to the appropriate resources to complete their work.

Individual variables, such as personality characteristics and coping methods, can also impact how much labor someone thinks they must do (Podsakoff et al., 2007). For instance, a highly conscientious employee may experience a greater sense of pressure to accomplish their task to a high quality. Still, an employee with high emotional intelligence may be better equipped to deal with the stressors linked to their place of employment (Hobfoll, 1989). How employees perceive the amount of work must have positive and ominous implications on their well-being and effectiveness. On the one hand, having a manageable but still challenging workload can help foster motivation, engagement, and a sense of success (Podsakoff et al., 2007).

On the other hand, having excessive work to do might result in stress, burnout, and diminished satisfaction with one's employment. Providing employees with clear job descriptions and objectives, good tools and support, and chances for skill development and training can assist employers in managing employees' perceptions of how much work they expect to do (Salanova et al., 2000). To ensure that their staff members feel supported and valued, employers should also encourage open communication and feedback from staff members.

It is essential to distinguish between an employee's perceived workload and their actual workload (the amount of work that an employee is required to complete). An employee's perceived workload refers to the employee's subjective assessment of the necessary amount of work to do (Hobfoll, 1989). When it comes to determining a team member's well-being as well

as their performance on the job, the objective workload is an essential factor to take into consideration; however, the perceived workload can be just as significant or even more so (Chiang & Birch, 2015).

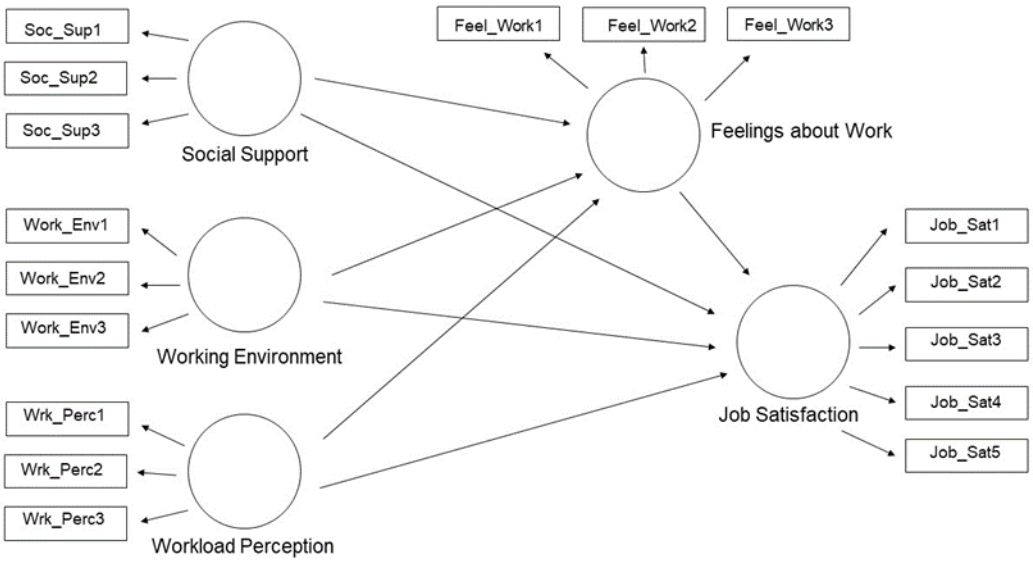
According to Salanova (Salanova et al., 2000), the perception of a team member's workload is influenced by various factors, including the resources available to them to complete their tasks. Employers can assist in managing employees' perceptions by ensuring they have access to the necessary tools and support. Coping methods such as stress reduction, time management, and prioritization can also impact how employees perceive their workload. Employers can contribute to developing proper coping techniques by providing training and materials on these subjects.

To promote a healthy and sustainable working environment, employers must strive for workload balance. This may involve redistributing the workload, adjusting deadlines, or providing additional resources as necessary. Open communication between employees and supervisors is a highly effective way to manage employees' perceptions of their workload. Encouraging an environment that prioritizes communication and allows workers to express concerns about their workload is critical to achieving a balanced workload.

Therefore, employers need to recognize the impact of available resources, coping techniques, workload balance, and communication on employees' perceptions of their workload. By addressing these factors, employers can create a positive work environment that fosters employee well-being and productivity.

In conclusion, the perception of one’s workload is a complicated and multifaceted issue that can considerably impact employees' well-being and job performance (Demerouti et al., 2001). Companies prioritizing managing employees perceived workloads could create a more favorable work environment for their employees and assist them in realizing their full potential. Employees perceived workload as a significant aspect that can impact their overall health as well as their level of job satisfaction and performance (Chiang & Birtch, 2015). Companies that prioritize managing employees’ perceptions of their workloads are better able to build productive and engaged staff and generate a positive work environment.

3 The model and the Hypotheses



Emotions about one's work are a significant factor in whether a team member feels content in his or her position. Feelings are how people communicate their requirements to one another. When such needs are completed, they experience positive emotions (satisfaction), but when those needs are not met, they experience opposing emotions (dissatisfaction) (Armstrong, 2006). On the other hand, job satisfaction is connected to how individuals think about and act toward their employment. People have a collection of thoughts and emotions regarding their current employment, and the expression of those thoughts and emotions ought to be encouraged. Combining the above Feelings about Work and Job Satisfaction, we can hypothesize that:

H1. Feelings about work positively relate to Job Satisfaction.

Social support can improve how one feels about their employment if it is readily available. The phrase "social support" describes the psychological, logistical, and educational assistance from others, including coworkers, friends, family members, and superiors. Groups of people can offer social assistance. When people feel that others in their workplace are looking out for them, they

are more likely to have positive thoughts about their jobs. For instance, having helpful coworkers through a difficult time at work can make that person feel less anxious and more motivated to overcome challenges (Weiss, 1983).

Moreover, social support can increase job satisfaction and interest in one's profession. When employees believe they have supportive relationships with their coworkers and managers, they are more likely to feel valued and respected, which can contribute to a healthy work environment. When employees perceive supportive relationships with their coworkers and superiors, they are more likely to feel valued and respected (Weiss, 1983). According to this, we can say that:

H2. Social support positively relates to Feelings about Work.

Social support can positively relate to job satisfaction. Social support can come from various sources, such as colleagues, supervisors, friends, and family members, and it refers to the emotional, instrumental, and informational assistance that people receive from others. Research suggests that social support can contribute significantly to job satisfaction by creating a positive work environment where employees feel valued, supported, and engaged. For example, when employees feel supported by their colleagues and supervisors, they may feel more connected to their organization and more motivated to perform well (Lee, 2004).

Social support can also help employees cope with job-related stress and challenges, ultimately contributing to greater job satisfaction. When employees believe they have a support structure to which they can turn through challenging times, they may feel less overwhelmed and more capable of facing the rigors of their jobs. Moreover, when people are content with their jobs, they are more likely to enjoy favorable outcomes such as higher productivity, enhanced performance, and lower turnover rates. This can help the organization by fostering a more positive and productive work atmosphere (Lee, 2004). Formally, the following hypothesis was proposed:

H3. Social Support positively relates to Job Satisfaction.

Social support may be vital for job happiness, but the degree to which an individual values his or her work can either increase or decrease this effect. A person may feel unsatisfied with their employment even if they have high social support but do not feel fulfilled in their profession. Alternatively, if a person has less social support yet is passionate about their profession, they may still experience job satisfaction. When analyzing job happiness, it is crucial to evaluate the quality of social support and individual involvement with their work. A supportive work environment can be advantageous, but it may not necessarily result in job satisfaction if the employee does not feel his or her work is meaningful (Chen et al., 2021). As such, the following mediating hypothesis was proposed:

H4. Feelings about work mediate the relationship between Social Support and Job Satisfaction.

The working environment can positively impact an individual's feelings about their work. A positive working environment can create a sense of comfort, safety, and community among employees, leading to a more positive attitude toward work. For example, a workplace that encourages open communication provides opportunities for professional development, and fosters a supportive and collaborative culture can promote employees' sense of belonging and pride, enhancing their feelings about their work.

A well-designed physical workspace can also contribute to positive feelings about work. A clean, organized, and aesthetically pleasing working environment can create a sense of calm and promote focus and productivity. Conversely, a cluttered or chaotic workspace can be distracting and create feelings of stress and dissatisfaction (Amabile et al., 2004). According to this, we hypothesize:

H5. Working environment positively relates to Feelings about Work.

A pleasant working environment can have a direct effect on the job satisfaction of an individual. Employees who work in a setting that promotes their well-being and professional development are more likely to experience job satisfaction. A happy working environment may include supportive coworkers and managers, chances for learning and growth, a healthy work-life balance, fair compensation, and a sense of purpose and fulfillment in work (Mishra, 2013). According to research, a positive work atmosphere is substantially connected with job happiness. Workers who feel appreciated, respected, and supported are more likely to experience job satisfaction and perform better.

In contrast, employees working in a harmful or toxic atmosphere are likelier to feel stress, burnout, and lower job satisfaction. Employers should therefore aim to establish a good work environment to increase job satisfaction, promote employee well-being, and eventually boost organizational performance (Mishra, 2013). According to this, we can say that:

H6. Working environment positively relates to Job Satisfaction.

The relationship between the working environment and job satisfaction can be moderated by a person's attitude about their employment. A friendly working environment can result in more favorable thoughts about one's employment, increasing job satisfaction. Employees may develop a sense of pride and happiness in their profession, for instance, if they work in a supportive and collaborative atmosphere where they feel valued and respected. Even if there are some unfavorable aspects of the job, this positive outlook on work can lead to higher job satisfaction (Suyono et al., 2021).

Alternatively, employees who work in a hostile or poisonous environment may develop negative feelings toward their employment, even if the task itself is joyful. Regardless of the excellent qualities of the working environment, this negative attitude toward work might reduce job satisfaction. Therefore, it is crucial to consider the working environment and the individual's feelings about work when assessing job satisfaction. A positive working environment can create

the conditions for positive feelings about work, which can enhance job satisfaction. Conversely, a hostile working environment can create negative feelings about work, detracting from job satisfaction (Suyono et al., 2021). According to this, the following mediating hypothesis was proposed:

H7. Feelings about work mediate the relationship between Working Environment and Job Satisfaction.

The relationship between workload perception and feelings about work can be complex and may vary depending on various factors. A high workload perception may sometimes lead to negative feelings about work, such as stress, burnout, and job dissatisfaction. However, in other cases, a high workload perception may lead to positive feelings about work, such as a sense of accomplishment, pride, and engagement.

When an individual perceives their workload as manageable and challenging, it can create a sense of accomplishment and satisfaction in their work. However, perceiving their workload as overwhelming or unmanageable can lead to negative feelings about work and decrease job satisfaction (Giunchi et al., 2016). Factors such as job demands, control, and support can also influence the relationship between workload perception and feelings about work. For example, suppose an individual has high job demands but also has a high degree of control over their work and receives support from their colleagues and supervisors. In that case, they may experience positive feelings about their work and maintain high job satisfaction despite an increased workload perception. As such, we hypothesize:

H8. Workload Perception positively relates to Feelings about Work.

The relationship between workload perception and job satisfaction is not always straightforward and may depend on various factors. While a high workload perception can sometimes lead to

negative feelings about work, it can positively affect job satisfaction under certain conditions. For example, suppose an individual perceives their workload as challenging but manageable. In that case, it can create a sense of accomplishment and satisfaction in their work, contributing to higher job satisfaction. Additionally, suppose an individual feels supported by their colleagues and supervisors and has a sense of control over their workload. In that case, they may experience positive feelings about their work, despite having a high workload perception (Suyono et al., 2021).

On the other hand, if an individual perceives their workload as overwhelming or unmanageable and does not have adequate support or control over their work, it can lead to negative feelings about work, lower job satisfaction, and even burnout. Therefore, it is essential to consider workload perception and other factors, such as job demands, support, and control, when assessing job satisfaction. A high workload perception alone may not necessarily lead to higher job satisfaction, but it can have a positive relationship with job satisfaction if other factors are in place (Suyono et al., 2021). As such, we can say that:

H9. Workload Perception positively relates to Job Satisfaction.

How an individual feels about work can mediate the relationship between workload perception and job satisfaction. Workload perception can directly influence an individual's feelings about their work, impacting their job satisfaction. For example, suppose an individual perceives their workload as manageable and challenging. In that case, it can create a sense of accomplishment and satisfaction in their work, enhancing their feelings about it and leading to higher job satisfaction (Cole et al., 2008).

Conversely, if an individual perceives their workload as overwhelming or unmanageable, it can create negative feelings about their work, decreasing job satisfaction. Therefore, it is crucial to consider the workload perception and the individual's feelings about work when assessing job satisfaction. Workload perception can influence an individual's feelings about their work, mediating the relationship between workload perception and job satisfaction. Employers can help

manage workload perception by providing adequate support, resources, and opportunities for development and growth, which can contribute to positive feelings about work and ultimately enhance job satisfaction (Cole et al., 2008). According to this, we can say that:

H10. Feelings about work mediate the relationship between Workload Perception to Job Satisfaction.

4 Methods

4.1 Participants

The target population from this survey comprised remote workers without any geographical, gender, religious, or other restrictive criteria. The survey sought to encourage participation from individuals all over the world, with an emphasis on promoting diversity. It is widely recognized that people from diverse backgrounds, with varying experiences, gender, ethnicity, and other factors, contribute unique information, opinions, perspectives, and experiences to the data collection process. The survey aimed to be as inclusive as possible, welcoming input from individuals with various backgrounds and perspectives.

To ensure confidentiality and protect participants' privacy, the questionnaire was designed to be anonymous, and no personal data was requested. This approach encouraged honest and open responses, allowing participants to feel comfortable sharing their experiences and opinions without fear of retribution or other negative consequences. As a result, the survey gathered rich and insightful data from a broad and diverse range of remote workers, providing valuable insights into the experiences and challenges faced by this growing workforce sector.

4.2 Variables

The questionnaire used in this study was developed based on a literature review of scientific articles gathered from Scopus and Google Scholar platforms. Two of the scientific papers consulted for this review were authored by Pandu (Pandu, n.d.) and Tejero, Seva, and Fadrilan-Camacho (Tejero et al., 2021), respectively. Pandu's article focused on predictors and outcomes of work-life balance among IT employees and schoolteachers in Chennai using an SEM model approach. In contrast, Tejero et al.'s article investigated factors associated with work-life balance and productivity before and during working from home. In total, two articles were used as references for this study.

The variables are divided into two categories; the independent variables, which are the 'Workload Perception', 'Social Support', and the 'Working Environment'. On the other side are the dependent variables, which in our model are the 'Feeling about work' and 'Job Satisfaction'.

Regarding the independent variables, the 'Workload perception' was measured with three items from Tejero (Tejero et al., 2021) using a 5-point Likert scale ranging from 1 to 5. More analytically, the 1 represents "Never", the 2 represents "Rarely", the 3 "Sometimes", the 4 "Often" and finally, the 5 represents "Always". The items/questions that have been included in this section were "Do you have to do overtime?", "Is your workload unevenly distributed so it piles up?" and "How often do you exceed required work hours?".

Regarding 'Social Support', it was again measured by three items by the same author, Tejero, and the items have been scaled with the same scale, from Never as 1 to Always as 5. The questions in this section were "How often do you get help and support from your colleagues?", "How often are your colleagues willing to listen to your work-related problems at work?" and "How often do your colleagues talk with you about how well you carry out your work?".

Finally, there is the 'Working Environment' from the independent variables. The scale was differentiated and was scaled as follows: 1 represents "Strongly Disagree", 2 "Disagree", 3 "Neutral", 4 "Agree" and 5 illustrates "Strongly Agree". In this section, the items investigated were three and measured by Tejero, too. The first item/question is "My organization is helping me to face my daily challenges", the second is "My organization is instrumental in developing co-worker's friendships", and the last one is, "I am satisfied with my supervisor's attitude".

Conversely, the dependent variables share the same scale of possible answers as the last independent variable, 'Working Environment', from "Strongly Disagree" to "Strongly Agree". The first dependent variable is 'Feeling about work', measured by four Pandu items (Pandu, n.d.). The first one is "I share my personal and private things with my co-workers", the second is "I am very much happy working with this organization", and the third one is "I am very much interested in helping my co-workers".

The research's second and last dependent variable is 'Job Satisfaction'. The items that have been investigated were five, as they are representing further. The first one is "the salary I receive from

my job helps me to satisfy my personal needs", "Rewards and recognitions provided by my job satisfy my demands"; the third one is "I am satisfied with my organization's policies as it helps me in having proper work-life balance", the fourth one is "I have a pleasant working condition." The last one is "I can express my thoughts directly through my organizations".

4.3 Data Collection

The questionnaire has been distributed to various channels where remote workers from all industries and without geographic barriers could participate. It has been spread through platforms such as LinkedIn, Facebook, and Instagram; it has been posted in specific groups on social media platforms where the topic relates to remote working; it has been shared through professional email in companies (i.e., Teleperformance, TCCI, etc.) where the employees are working remotely. Finally, it has been sent by email and answered by remote workers individually that the network shared. With this massive distribution, this survey and, consequently, the dissertation achieved the multicultural character desired from the beginning, reaching 200 valid answers. The questionnaire took place during the month of October 2022.

Of the respondents, 59% were female, and the rest 41% were male. Most of these people answered that they belong to the age gap of 26-35, 97 out of the 200 participants, and then it is coming to the age gap of 18-25 with 53 participants. Next is cooking the age group of 46-55 with 24 participants, the 56-65 with 14, and at the end, the 36-45 with 12 valid responses. It is essential to mention that there was no answer from any of our participants with ages less than 18 years old or more than 66. As mentioned above, this survey has targeted multiculturalism with participants from all over the world. 50% of the respondents, translating into 100 valid answers, answered that they are coming from Greece, 47 respondents answered that their origin was Portugal (24%),14 were from Germany (7%), 7 were from Italy (4%), 5 were from Spain (3%), and with 2 participants each of the following countries: Austria, Sweden, Portugal, Kosovo, Brazil, and Poland (1%).

Regarding the years of the respondents being remote workers, 66 (33%) of them have answered less than 1, 121 (61%) have responded to 1-3 years, 7 (4%) answered 3-5, 2 (1%) between 5-7 years, and 4 (2%) answered more than 7 years. Finally, regarding the industry that the sample is

working, the possible answers here were Public Sector collecting 151 responses, representing 76%, then is coming to the Public Sector with 39 replies, representing 20%, and the rest with 10 answers selected the choice of “Other”, representing the rest 5%. Analyzing the above results more, we reached more statistical conclusions regarding the respondents' answers.

The following statistical data represents the results of a survey conducted among participants. It reveals the duration and type of remote work for female and male participants across various age groups and sectors.

According to the survey, 62% of female participants reported that they have been working remotely for 1-3 years. Likewise, 75% of participants aged between 46 and 55 stated that they have been working remotely for the last 1-3 years. Furthermore, the survey revealed that 81% of male participants currently work in the private sector, while 86% of participants aged between 26-35 also reported working there. Lastly, 63% of respondents working in the private sector reported working remotely for the last 1-3 years. This data provides insights into remote work trends and prevalence in different age groups and sectors.

5 Results

Structural Equation Modeling (SEM) was utilized to test the conceptual model. The Partial Least Squares (PLS) variance-based structural equation modeling method was applied using SmartPLS 4 software (Ringle, Sarstedt, & Straub, 2020). According to Joe F. Hair, DBA Director, SmartPLS is a milestone in latent variable modeling. It combines state-of-the-art techniques with an easy and intuitive graphical user interface (www.smartpls.com). A two-stage process was used for the analysis and interpretation of the results. First, to evaluate the structural model, the measurement model's validity and reliability were assessed.

The authors, Hair (2017), have evaluated the measurement model's quality by examining reliability markers, convergent validity, internal consistency reliability, and discriminant validity. The authors confirmed internal consistency reliability by verifying that the Cronbach alphas and composite reliability (CR) values for all constructs exceeded the cut-off of 0.7 (See Table 1) (Hair, 2017). Three factors supported the convergent validity of the measurement model. Firstly, all items were positively related to their corresponding constructs. Secondly, all constructs' composite reliability (CR) values exceeded the recommended threshold of 0.70. Thirdly, the average variance extracted (AVE) for all constructs was higher than the recommended threshold of 0.50 (Bagozzi & Yi, 1988). Discriminant validity was evaluated using two methods. The Fornell and Larcker criterion was applied first.

According to Fornell and Larcker (1981), a construct meets the requirement for discriminant validity if its square root of average variance extracted (AVE), which is given in Table 1's diagonal with bold values, is more significant than its most robust association with any other construct. Table 1 shows that this requirement is met for all constructs. Second, the heterotrait-monotrait ratio (HTMT) criterion was applied, as recommended by Hair (2017) and Henseler et al. (2015). Table 1 shows that all HTMT ratios remain below the more conservative threshold value of 0.85, offering additional proof of discriminant validity (Hair, 2017; Henseler et al., 2015).

To evaluate the structural model, we examined the significance, sign, and magnitude of the structural path coefficients, the R2 value for each endogenous variable as a measure of predictive

accuracy, and the Stone-Geisser's Q2 values as a measure of predictive relevance (Hair, 2017). However, before evaluating the structural model, we assessed collinearity using variance inflation factor (VIF) readings, as Hair (2017) recommended. The VIF readings, ranging between 1.00 and 1.857, were below the suggested critical value of 5, indicating that collinearity was not a significant issue (Hair, 2017). These values showed no collinearity. The R2 for "Feelings about Work" (Feel_Work) is 0.394, for "Job satisfaction" (Job_Sat) is 0.54, and the Q2 values are 0.341 and 0.346, respectively. All the variables had Q2 values over zero, demonstrating the model's predictive usefulness.

Table 1. Composite reliability, average variance extracted, correlations, and discriminant validity checks.

Latent Variables	**a**	**CR**	**AVE**	**1**	**2**	**3**	**4**	**5**
Feelings about Work	0.718	0.842	0.646	**0.804**	0.825	0.623	0.839	0.138
Job Satisfaction	0.735	0.824	0.505	0.686	**0.711**	0.466	0.862	0.106
Social Support	0.709	0.814	0.593	0.409	0.334	**0.77**	0.666	0.175
Working Environment	0.776	0.802	0.504	0.59	0.615	0.43	**0.71**	0.122
Workload Perception	0.851	0.9	0.753	0.104	-0.012	0.067	-0.069	**0.868**

Note: a - Cronbach Alpha; CR - Composite reliability; AVE - Average variance extracted. Bolded numbers are the square roots of AVE. Below the diagonal elements are the correlations between the constructs. Above the diagonal elements are the HTMT ratios

Table 2 presents if the results are significant or not.

Table 2. Structural model assessment.

Path	Path Coefficient	Standard errors	t statistics	p values
Feelings about Work -> Job Satisfaction	0.507	0.066	7.641	0.000
Social Support -> Feelings about Work	0.176	0.072	2.449	0.014
Social Support -> Job Satisfaction	-0.006	0.06	0.1	0.921
Working Environment -> Feelings about Work	0.523	0.064	8.213	0.000
Working Environment -> Job Satisfaction	0.315	0.07	4.535	0.000
Workload Perception -> Feelings about Work	0.128	0.1	1.288	0.198
Workload Perception -> Job Satisfaction	-0.043	0.054	0.782	0.434

The results in Table 2 show that 'feelings about work' have a significantly positive effect on 'Job Satisfaction' ($b= 0.507$, $p < 0.001$) and that Social Support has a significant impact on 'Feelings about Work' ($b= 0.176$, $p < 0.05$). These results provide support for H1 and H2, respectively. 'Social Support' has no relationship with 'Job Satisfaction' ($b= -0.06$, n.s.), which rejects the H3. The 'Working Environment' has a significant relationship with 'Feeling about Work' ($b= 0.523$, $p < 0.001$) and with 'Job Satisfaction' ($b=0.315$, $p < 0.001$), a fact that supports the H4 and H5, respectively.

'Workload perception' has no relationship with 'Feelings about work' ($b= 0.128$, n.s.) and 'Job Satisfaction' ($b=-0.043$, n.s.). These results do not support H6 and H7, respectively. Following (Hair, 2017; p. 232), was tested the mediation hypotheses. A bootstrapping approach was

performed to determine the relevance of the indirect effects via the mediator (Preacher & Hayes, 2008). The outcomes of the mediation effects are shown in Table 3.

Table 3. Bootstrap results for indirect effects.

Indirect Effect	Path Coefficient	Standard errors	t statistics	p values
Working Environment -> Feelings about Work -> Job Satisfaction	0.265	0.045	5.841	0.000
Workload Perception -> Feelings about Work -> Job Satisfaction	0.065	0.052	1.255	0.21
Social Support -> Feelings about Work -> Job Satisfaction	0.089	0.039	2.315	0.021

The indirect effects of the 'Working Environment' on 'Job Satisfaction' through the 'Feelings about Work' are significant ($b = 0.265$; $p < 0.01$). These results support the mediation hypothesis H4. On the contrary, the indirect effects of 'Workload perception' on Job Satisfaction via 'Feelings about work' are insignificant ($b=0.065$; n.s.). Thus, H7 has support. Finally, the indirect effects of the 'Social Support' on Job Satisfaction through 'Feeling about Work' are significant ($b=0.089$, $p<0.05$), which means that the H10 is supported.

6 Discussion

6.1 "Fostering Positive Feelings About Work"

Research has consistently shown that positive emotions and feelings toward work are significantly related to job satisfaction (Judge, Thoresen, Bono, & Patton, 2001; Lin & Kao, 2011). Positive feelings about work may include enjoyment, interest, and a sense of accomplishment in one's job tasks. In contrast, job satisfaction refers to an individual's overall positive or negative feelings about their job. Employees who experience positive feelings toward work are more likely to have higher levels of job satisfaction, which may lead to increased job performance, job retention, and overall well-being (Lin & Kao, 2011). Therefore, employers need to create a work environment that fosters positive emotions and provides opportunities for employees to experience a sense of achievement and fulfillment in their work.

Social support from coworkers, supervisors, and friends at work has consistently been associated with higher levels of job satisfaction and positive affectivity (Allen, 2019; Hobfoll, 2011; Wayne et al., 2017). Research has also found that social support can serve as a buffer against the adverse effects of stress on job attitudes and emotions (Kossek & Ozeki, 1998; Riolli & Savicki, 2003). Therefore, social support is valuable for promoting positive feelings about work and contributing to team members' well-being and productivity.

The working environment is a crucial factor influencing employees' feelings about their work. Physical conditions, social interactions, and resources in the workplace are positively associated with job attitudes and overall job satisfaction (Warr et al., 1979; Schneider et al., 1992). More recent research has highlighted the importance of psychosocial work environments factors such as social support, feedback, and autonomy in predicting employee positive attitudes and well-being (Heikkilä et al., 2021). Thus, employers and managers must prioritize creating a positive and supportive working environment to foster a satisfied and motivated workforce.

Research in organizational psychology emphasizes the importance of the working environment in predicting employees' job satisfaction. Job autonomy, supervisor support, and job resources are significant predictors of job satisfaction across different cultures and occupations (Riaz &

Haider, 2018). Physical working conditions like lighting and temperature are also significantly related to job satisfaction (Judge & Watanabe, 1993). Therefore, creating a positive working environment enhances team members' well-being and job satisfaction.

In summary, the research suggests that positive emotions and feelings toward work, social support, and a positive working environment are crucial factors in promoting employee job satisfaction, retention, and overall well-being. Employers should take proactive steps to create such an environment to foster a motivated and satisfied workforce.

6.2 "Social Support and Workload Perception: Impact on Job Satisfaction and Feeling about Work"

Social support is a factor that can benefit overall well-being. However, research shows that the relationship between social support and job satisfaction is not always straightforward and can be influenced by various factors. One study by Amanatullah and Tinsley (2013) found that the effect of social support on job satisfaction is contingent upon the source of support and the type of job. Specifically, they found that emotional support from coworkers was positively related to job satisfaction, but emotional support from supervisors was negatively associated with job satisfaction. Additionally, they found that social support was only positively related to job satisfaction for employees who were low in task interdependence.

Another study by Nahrgang, Morgeson, and Hofmann (2011) found that job demands and resources moderated the relationship between social support and job satisfaction. They found that social support positively affected job satisfaction for employees with high job demands and low job resources but not for employees with low job demands and high job resources. The applied model disagrees with the initial hypothesis and supports that they do not have any relationship with these two variables, with p=0.921.

Research in organizational psychology suggests that workload perception is not necessarily positively related to job satisfaction. The applied model has the same result as this hypothesis. Studies by Halbesleben, Buckley, and Sauer (2004) found that high job demands, including workload, were negatively related to job satisfaction. Similarly, a study by Bakker, Demerouti

(2014), and Verbeke (2004) found that high job demands were negatively related to job satisfaction and positively related to burnout. Furthermore, a meta-analysis by Podsakoff, LePine, and LePine (2007) found that job demands such as workload were negatively related to job satisfaction. In contrast, job resources such as social support and autonomy were positively related to job satisfaction. Other factors such as job resources, social support, and autonomy are more positively associated with employees' feelings about their work (Bakker & Demerouti, 2014).

Therefore, employers and managers should consider job demands, resources, and specific context and factors such as social support and job type to promote positive team members' well-being and job satisfaction.

6.3 "Exploring the Mediating Role of Feelings About Work in the Relationship Between Social Support, Working Environment, Workload Perception, and Job Satisfaction"

Organizational psychology research provides empirical evidence that employees' perceptions of social support from their colleagues and supervisors significantly impact their overall job satisfaction (Riolli, Savicki, & Richards, 2012; Podsakoff, MacKenzie, Moorman, & Fetter, 1990). These relationships are mediated by employees' emotions, attitudes, and beliefs about their work. Additionally, Bakker and Demerouti (2007) found that job resources such as autonomy and social support were positively related to job satisfaction and mediated by employees' positive emotions toward their work. To enhance job satisfaction, employers and managers should create a positive working environment that fosters positive employee feelings about their work.

Recent research suggests that feelings about work may not necessarily mediate the relationship between workload perception and job satisfaction (Bakker, Demerouti, & Sanz-Vergel, 2014; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job resources such as social support and feedback play a more significant role in the relationship between workload and job satisfaction than feelings about work. Demerouti et al. (2001) found that workload was negatively related to job satisfaction, but feelings about work did not mediate this relationship. Instead, the

relationship between workload and job satisfaction was partially mediated by work-family conflict. Therefore, while feelings about work may be necessary for job satisfaction, workload perception may not solely depend on them.

In conclusion, employers and managers should consider the importance of social support and job resources in creating a positive working environment that fosters positive employee feelings about their work. While feelings about work are essential, they may not be the sole determinant of job satisfaction, particularly about workload perception.

7 Conclusion

7.1 Theoretical Contributions/Implications

The present study has made significant theoretical contributions to scientific society by comprehensively analyzing remote workers' job satisfaction, social support, feelings about work, working environment, and workload perception. This research has contributed to the literature review in several unique ways. Firstly, it explored the relationship between factors affecting remote workers, which has not been studied comprehensively. Secondly, it used a large sample of remote workers from various countries, providing a global perspective on remote work. Lastly, this research has used a quantitative approach to analyze the data, which provides robust findings.

The findings of this research have implications for managers, employees, and companies. It presents the results from the team member side and can help managers and employers to understand remote workers' needs and concerns. Companies can use this research to develop better strategies to support their employees in remote work environments.

Overall, this study's theoretical contributions and implications provide valuable insights for managers and companies who want to support their remote workers effectively. It highlights the importance of job satisfaction, social support, feelings about work, the working environment, and workload perception in remote work settings. This research can help design policies and programs that support remote workers' needs and improve their productivity and overall well-being.

7.2 Managerial Implications

Remote working has become a standard work arrangement for many firms, offering advantages such as increased flexibility, reduced expenses, and better work-life balance for employees. However, managers face difficulties maintaining productivity, overseeing remote teams, and providing remote employees with the necessary tools and support. To ensure effective remote

working, managers must establish clear expectations and standards, including communication, work hours, and performance expectations. (Bakker et al., 2014).

Another crucial managerial implication for remote working is to maintain social connections and support among remote workers. Managers can develop online communities, team-building exercises, and opportunities for collaboration and communication to enhance social relationships among remote workers. Additionally, remote workers must have access to technical assistance such as training, required software, and technical support to carry out their tasks successfully and efficiently. Managers also need to be aware of the possible drawbacks of remote work, such as burnout, isolation, and work-life balance concerns. To address these concerns, companies should provide adequate resources and support to remote workers, such as work-life balance assistance and mental health services (Demerouti et al., 2001).

In summary, the success of remote working depends on the ability of managers to provide adequate support, tools, and resources to remote workers. Establishing clear expectations and standards, maintaining social connections, providing technical assistance, and addressing the potential drawbacks are all crucial managerial implications for effective remote working.

7.3 Limitations and future/further research

It is widely acknowledged that the study of remote work has advanced our understanding of its benefits and challenges. However, significant gaps remain in our understanding of this vital work arrangement. One of the main limitations of current research is that it has focused mainly on the short-term outcomes of remote working, neglecting the long-term impacts on job satisfaction, productivity, mental health, and overall well-being. Addressing this limitation should be a key priority for future research.

Another shortcoming of the current literature is its emphasis on the experiences of individual remote workers, with little attention paid to the broader organizational and societal effects of remote working. Future studies should investigate how remote work impacts team dynamics, organizational culture, and the broader socio-economic context in which it occurs.

The COVID-19 pandemic has significantly increased the use of remote work, but new opportunities and challenges will arise as businesses transition to hybrid working models. Thus, it is imperative to investigate the post-pandemic effects of remote work to understand its implications comprehensively.

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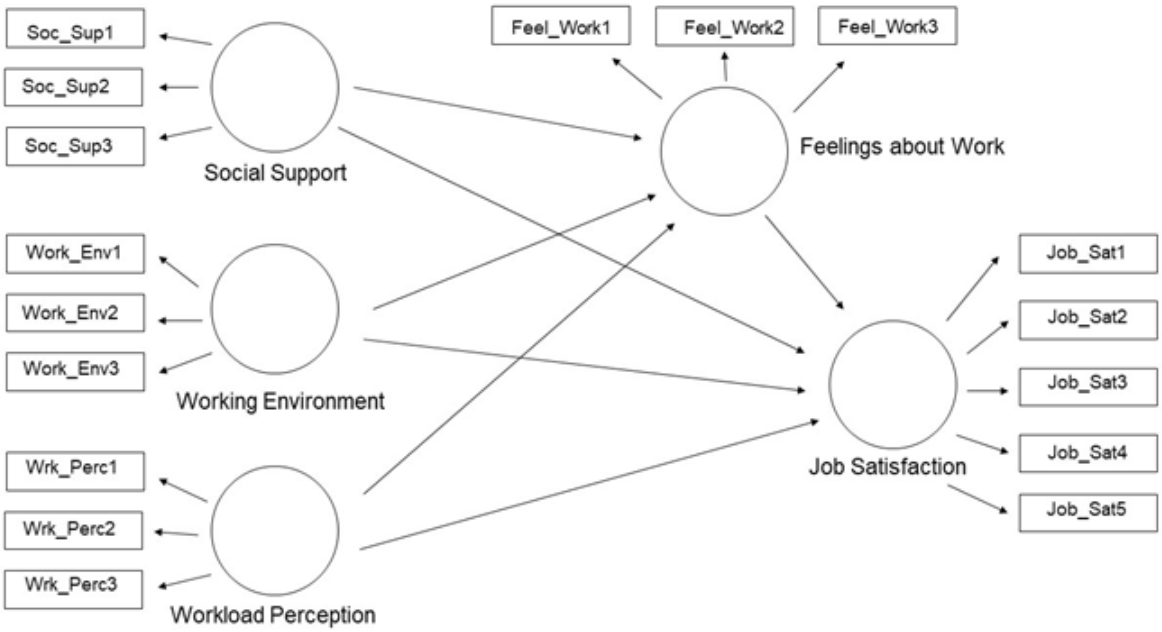
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Appendices

Appendix A Conceptual Model

Figure 1: Conceptual Model



Appendix B Composite reliability, average variance extracted, correlations, and discriminant validity checks

Table 1: Composite reliability, average variance extracted, correlations, and discriminant validity checks

Latent Variables	a	CR	AVE	1	2	3	4	5
Feelings about Work	0.718	0.842	0.646	**0.804**	0.825	0.623	0.839	0.138
Job Satisfaction	0.735	0.824	0.505	0.686	**0.711**	0.466	0.862	0.106
Social Support	0.709	0.814	0.593	0.409	0.334	**0.77**	0.666	0.175
Working Environment	0.776	0.802	0.504	0.59	0.615	0.43	**0.71**	0.122
Workload Perception	0.851	0.9	0.753	0.104	-0.012	0.067	-0.069	**0.868**

Note: a - Cronbach Alpha; CR - Composite reliability; AVE - Average variance extracted. Bolded numbers are the square roots of AVE. Below the diagonal elements are the correlations between the constructs. Above the diagonal elements are the HTMT ratios

Appendix C Structural model assessment

Table 2: Structural model assessment

Path	Path Coefficient	Standard errors	t statistics	p values
Feelings about Work -> Job Satisfaction	0.507	0.066	7.641	0.000
Social Support -> Feelings about Work	0.176	0.072	2.449	0.014
Social Support -> Job Satisfaction	-0.006	0.06	0.1	0.921
Working Environment -> Feelings about Work	0.523	0.064	8.213	0.000
Working Environment -> Job Satisfaction	0.315	0.07	4.535	0.000
Workload Perception -> Feelings about Work	0.128	0.1	1.288	0.198
Workload Perception -> Job Satisfaction	-0.043	0.054	0.782	0.434

Appendix D Bootstrap results for indirect effects

Table 3: Bootstrap results for indirect effects

Indirect Effect	Path Coefficient	Standard errors	t statistics	p values
Working Environment -> Feelings about Work -> Job Satisfaction	0.265	0.045	5.841	0.000
Workload Perception -> Feelings about Work -> Job Satisfaction	0.065	0.052	1.255	0.21
Social Support -> Feelings about Work -> Job Satisfaction	0.089	0.039	2.315	0.021

Appendix E Form

Remote Working

Dear Remote Workers.

My name is Angeliki Zacharoudi, and I am a student at ISCTE University with MSc. in Business Administration. This survey is created to investigate, analyze, and understand the relationship between Remote Working and other factors such as Working Culture, Professional career, and Personal and Social fulfillment. The objective is to understand the perception of Remote Workers and their work conditions and if they can express themselves or develop social skills with their colleagues. Your participation is very much appreciated and will assist in completing this research.

Thank you in advance,

Angeliki Zacharoudi

Please answer the following questions as they relate to you.

1. Are you a remote Worker? Yes No

2. Your gender is Male Female Prefer not to say

3. Your age is 17 or less 18-25 26-35 36-45 46-55 56-65 66 or more

4. Which country are you from?

5. How many years have you as a remote worker?

Less than 1 1-3 3-5 5-7 More than 7

6. In which industry are you working in? Public Sector Private Sector Other

Evaluate the following phrases according to your opinion.

7. Working Environment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization is helping me to face my daily challenges.					
2. My organization is instrumental in developing co-workers' friendships.					
3. I am satisfied with my supervisor's attitude					

8. Feelings about Work

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am happy in executing my work.					

2. I share my personal and private things to my co-workers.					
3. I am very much happy in working with this organization.					
4. I am very much interested in helping my co-workers.					

9. Job Satisfaction

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The salary I receive from my job helps me to satisfy my personal needs.					
3. I am satisfied with my organization' s policies as it helps me in having proper work-life balance.					
4. I have a pleasant working condition.					
5. I can express my thoughts directly through my organization.					

10. Social support

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. How often do you get help and support from your colleagues?					
2. How often are your colleagues willing to listen to your work-related problems at work?					
3. How often do your colleagues talk with you about how well you carry out your work?					

11. Workload perception

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Do you have to do overtime?					
2. Is your workload unevenly distributed so it piles up?					
3. How often do you exceed required work hours?					