



UNIVERSIDADE CATÓLICA PORTUGUESA

DISSERTATION

Dissertation for Universidade Católica Portuguesa to obtain
a Master's Degree in Psychology in Business and Economics

By

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Faculdade de Ciências Humanas

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TO “BE AGILE”: THE RELATIONSHIP BETWEEN TELEWORK
AMOUNT AND JOB SATISFACTION FOR THE SHARED
SERVICES OF PESTANA HOTEL GROUP

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Under the supervision of Professor Francisco Gomes
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Abstract

Job satisfaction has been extensively studied throughout the years, due to its impact in workers' lives as well as organizations' performance. Telework, which has become more prominent in recent years, has been proposed as an influential factor in this job attitude. Although research on this relationship has suffered a sudden increase in the last few years, due to exponential growth in the adoption and implementation of telework in several organizations in the face of the challenges posed by the COVID-19 pandemic, there are still mixed findings in the literature regarding this issue and what other factors could have a role in this relationship. We aimed to explore the underlying relationships of job satisfaction, specifically the relationship between telework amount and job satisfaction in the current post-pandemic scenario for the employees working in the Shared Services at Pestana Hotel Group. An online survey was used and research was conducted on a sample of 121 employees. Overall, the results showed that for the present sample, telework amount and job satisfaction were not significantly correlated but there was a significant positive indirect effect of telework amount on job satisfaction through work-life balance. Extraversion did not play a significant role in this relationship either. However, years of work at Pestana were shown to be a significant predictor of job satisfaction for these employees. Finally, the results also indicated that the relationship between telework amount and job satisfaction was significant for individuals with a preference for having a majority of telework. The present study might be taken into consideration by HR managers and leaders at Pestana Hotel Group in the development and implementation of practices and procedures in order to promote employees' job satisfaction and well-being, and increase its consequent benefits.

Keywords: Telework, Telework amount, COVID-19 pandemic, Job satisfaction, Work-life balance, Extraversion

Resumo

A satisfação com o trabalho tem sido amplamente estudada ao longo dos anos, devido ao seu impacto na vida dos trabalhadores e no desempenho das organizações. O teletrabalho, que tem vindo a ganhar destaque nos últimos anos, tem sido proposto como um fator influente nesta atitude laboral. Embora os estudos sobre esta relação tenham sofrido um aumento súbito nos últimos anos, devido ao crescimento exponencial teletrabalho e a sua adoção e implementação em várias organizações face aos desafios colocados pela pandemia da COVID-19, existem ainda resultados contraditórios na literatura relativamente a esta questão e a que outros fatores poderão ter um papel nesta relação. O nosso objetivo foi explorar as relações subjacentes à satisfação com o trabalho, especificamente a relação entre a quantidade de teletrabalho e a satisfação com o trabalho no atual cenário pós-pandémico para os trabalhadores dos Serviços Partilhados do Pestana Hotel Group. Foi utilizado um inquérito online e a investigação foi realizada numa amostra de 121 colaboradores. No geral, os resultados mostraram que, para a presente amostra, a quantidade de teletrabalho e a satisfação com o trabalho não estão significativamente correlacionadas, mas houve um efeito indireto positivo e significativo da quantidade de teletrabalho na satisfação com o trabalho através do equilíbrio entre a vida pessoal e profissional. A extroversão também não desempenhou um papel significativo nesta relação. No entanto, os anos de trabalho no Pestana revelaram-se um fator preditivo significativo da satisfação com o trabalho para estes colaboradores. Por fim, os resultados também indicaram que a relação entre a quantidade de teletrabalho e a satisfação com o trabalho foi significativa para os indivíduos com preferência por ter uma maioria de teletrabalho. O presente estudo poderá ser tido em consideração pelos gestores e líderes de RH do Pestana Hotel Group no desenvolvimento e implementação de práticas e procedimentos de forma a promover a satisfação e o bem-estar dos colaboradores no trabalho e aumentar os seus consequentes benefícios.

Palavras-chave: Teletrabalho, Quantidade de teletrabalho, Pandemia COVID-19, Satisfação com o trabalho, Equilíbrio trabalho-vida pessoal, Extroversão

Table of contents

1. Introduction	8
2. Theoretical framework	10
2.1. Job satisfaction	10
2.2. Telework	12
2.3. Relationship between telework and job satisfaction	16
2.4. Work-life balance	18
2.5. Extraversion	21
2.6. Aims and hypotheses	22
3. Methodology	24
3.1. Participants	24
3.2. Instruments	24
3.3. Data collection	26
3.4. Data analysis procedures	27
4. Results	29
4.1. Descriptive statistics for the main Variables	29
4.2. Correlation analyses between the main variables	29
4.3. Indirect effect of telework amount on job satisfaction through the mediator work-life balance	30
4.4. Correlation analyses between job satisfaction and sociodemographic variables	31
4.5. Linear regression analysis	31
4.6. Correlation between job satisfaction and telework amount for different telework preference groups	32
5. Discussion	33
5.1. Practical implications	37
5.2. Limitations and Future Research	39
6. Conclusion	41
References	43
Appendices	52

1. Introduction

Job satisfaction is, to this day one of the most researched topics in management and organizational psychology as it is one of the most critical factors influencing organizations' effectiveness, and financial performance (Judge et al., 2020; Sainju et al., 2021). Taking this into consideration it is fundamental that organizations understand how employees' job satisfaction varies considering different factors and implement strategies that promote their employees' job satisfaction (Zöllner & Sulíková, 2021).

One factor that has been highly related to job satisfaction in the literature is remote work. In fact, job satisfaction has been identified as one of the most common outcomes of telework (Brunelle & Fortin, 2021).

Prior to the COVID-19 pandemic, teleworking was a practice used mainly by highly skilled self-employed workers (Irimias, 2021). On March 11th 2020, the pandemic was officially declared by the World Health Organization (WHO) (World Health Organization [WHO], 2023) and drastically changed the way that people live and work. The global adoption of remote working regimes is one of the most observed outcomes of the pandemic (Budiman et al., 2022). In fact, in all countries, companies experienced an increase in teleworking as a response to governments' guidelines and perceptions of the acuteness of health risks (Ker et al., 2021). The sudden change in the work realm due to this disease resulted in exponential increase of research on this topic and researchers were motivated to have a more comprehensive view of the dynamics and intricacies of teleworking (Brunelle & Fortin, 2021).

After over two years, the end of the pandemic was finally declared, however, the role of remote work in the work and organizational realm is still not clear and well-known, and more research on this subject in this aftermath is necessary (Margarida et al., 2023)

Research studying a total of 10646 knowledgeable workers indicates that around 49% of individuals globally are still hybrid working and 18% in full remote work mode in the aftermath of the pandemic (Future Forum, 2022).

Specifically regarding the relationship between telework and employees' job satisfaction research presents mixed findings on whether telework and its intensity benefit or are prejudicial

for employees' job satisfaction (Karácsony,2021; Lu & Zhuang, 2023). On one hand, telework regimes can encompass positive aspects such as flexibility and autonomy which result in increased job satisfaction however, it can also entail negative aspects such as social isolation, thus being linked to decreased job satisfaction. This relationship can also differ according to several different intervening factors (Suryani et al.,2022).

It is thus extremely relevant for companies to have a deeper understanding of how these two variables may relate in order to effectively promote strategies to enhance job satisfaction overall, and especially in relation to different telework arrangements and amounts.

Pestana Hotel Group is no exception to this. This Group is the is the largest multinational group of Portuguese origin in the tourism sector. With over 100 hotels and 3.5 million clients per year, the Group is currently present in Europe, North and South America and Africa. Hospitality is the main area in which the Group operates. Over the years, Pestana Hotel Group has invested in several other business areas such as tourism real estate, vacation tourism, golf, casinos, and the beverage industry (Pestana Hotel Group, 2023). In March 2020, 39 days after having just opened its 100th hotel, the Group had to close it down again, along with most of its other units (Jorge, 2022), and as a way to survive the large economic crisis, like many other companies, it had to adopt teleworking regimes for many of its employees. Today, teleworking is still a common practice, although not as prevalent as during the pandemic, mostly for employees working at the shared services, which are the backbone of the Group and encompass all the areas that are cross-sectional to the whole Group, such as Marketing, Finance, Human resources. For these reasons, it is also relevant for the Group to understand the underlying conditions of its employees' job satisfaction and the dynamics between telework and job satisfaction, especially in the present post-pandemic scenario in order to generate positive outcomes such as its employees' well-being and overall performance.

The present research adds a contribution to the understanding of job satisfaction for Pestana Hotel Group's shared services employees, and its link with telework amount depending on different individual and social factors.

2. Theoretical framework

2.1. Job satisfaction

Job satisfaction carries several different definitions across distinct and competitive academic fields (Zhu, 2013). Such definitions have ranged from broader and simple concepts to more elaborate and specific descriptions in the literature throughout the years.

While earlier authors like Fisher and Hann in 1931, had initially defined job satisfaction as a “product of non-regulatory mood tendency” (Zhu, 2013). Later on, Hoppock (1935), came to describe this concept as a “combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say that they are satisfied with their job”. Following Hoppock’s proposal, there was a rapid increase in research on job attitudes and specifically job satisfaction. In 1969 Locke stated that job satisfaction is the “pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values” (Locke, 1969).

Other scholars have also approached job satisfaction with a dual perspective based on the paradox theory (1998), considering both affection, such as positive feelings and emotions towards the job and cognition, or the logical and rational evaluation of working conditions, as an internal state about liking or disliking a job (Zhu, 2013). However, in fewer words, Coulter in 1996 also described job satisfaction as the “general attitude of employees toward their jobs” (Coulter, 1996 in Kong et al., 2018).

The present study defines job satisfaction according to the instrument to measure this variable as the “cognitive appraisal of a person’s work situation or well-being in the work context” (Bérubé et al., 2007).

Promoting job Satisfaction has increasingly been a motor for companies and organizations to stay competitive in the present economy (Brunelle & Fortin, 2021). This is because jobs yield positive outcomes only through fulfilling and satisfying work (Alexander, 2020). Job satisfaction has been highly associated with job, individual and organizational performance in the literature (Alexander, 2020; Brunelle & Fortin, 2021; Zöllner & Sulíková, 2021; Taboroši et al., 2022). In fact, organizations often benefit from promoting and providing employees with desired stimulus and conditions to improve job satisfaction since employees who aren’t satisfied with their jobs are more likely to leave a company, thus increasing its turnover and

reducing the organization's performance (Alexander, 2020). Moreover, Reduced absenteeism has also been related to low levels of job satisfaction (Couto, 2022). Furthermore, job satisfaction can lead to employees' upstanding emotional and mental state, promoting not only positive righteous behavior but also leading them to be happier and more successful (Jalagat, 2016). This job attitude has also been shown to be a strong predictor of organizational commitment loyalty and engagement, as well as a booster of employees' optimistic attitudes, increasing organizations' service quality (Alexander, 2020; Taboroši et al., 2022).

Considering all the different benefits and positive outcomes that stem from high levels of job satisfaction, it is extremely relevant to understand which factors are in some way associated with this job attitude, to have a deeper understanding of how they may increase or decrease in order to promote adequate strategies and achieve positive outcomes. There are several authors and theories that depict the main factors related to job satisfaction.

Maslow's (1943) hierarchical theory, for example, has earned a considerable amount of attention in understanding human employee behavior at the workplace, by proposing 5 progressive sets of needs that people have to access in order to be satisfied. These include physiological needs, safety and security needs, love and belonging needs, status and prestige needs and self-actualization needs. Several scholars, subsequently to Maslow's theory, proposed simpler approaches that view the fulfillment of certain needs as key to increasing job satisfaction. In 1961 McClelland, mentioned 3 basic needs that should be considered when allocating individuals to jobs, whose fulfillment would increase job satisfaction: the need for achievement, the need for affiliation and the need for power (Maslow, 1943 and McClelland, 1961 in Thangaswamy & Thiyagaraj, 2017).

Job satisfaction is believed to be influenced by several different factors including cultural, economic, social, and demographic factors (Madeira et al., 2021; Couto, 2022). However, it can also be related to individual traits, work conditions and one's involvement with their job (Couto, 2022). Specifically in the hospitality field, Kong et al. (2018) suggested 4 sets of factors that influence job satisfaction: individual, organizational, social and family, and psychological factors. Individual factors refer to characteristics like skills, demographic factors, life interests, individual work engagement and individual values. Some examples that influence job satisfaction include self-efficacy emotional intelligence or person-organization fit. Organizational factors include every issue related to the organization and the Job

characteristics, such as organizational culture, climate and conditions, work environment, training, salary, career progression and management or leadership style. Social and family, as the name hints, refers to factors like social atmosphere and respect, customer affect and incivility, and family-work conflict or work-life balance. Finally, regarding psychological factors, aspects like stress and exhaustion, optimism, emotional intelligence, emotional dissonance and work autonomy can play a role in influencing employees' job satisfaction.

One specific aspect encompassed in the job characteristics that has been shown to influence job satisfaction is telework. Although the literature is scarce on this relationship in a post-pandemic period, job satisfaction is one of the more commonly described outcomes of telework (Kwiatkowska & Gębczyńska, 2022; Brunelle & Fortin, 2021).

2.2. Telework

Teleworking, which can also be referred to as remote work, flexible work, telecommuting, or working from home (Novianti & Roz, 2020), is a concept that has been studied and researched for about a decade (Brunelle & Fortin, 2021). This term was first proposed by Jack Nilles, who suggested the idea of “moving the work to the worker” as a way of saving energy and time lost due to traffic hazards. From that moment on, telework has been progressively gaining interest from scholars (Athanasiadou & Theriou, 2021; Urbaniec et al., 2022).

Although there isn't a universal definition of the term, according to Article 2 of the European Framework Agreement on Telework created in 2002, telework can be defined as a “form of organizing and/or performing work, using information technology, in the context of an employment contract/relationship, where work, which could also be performed at the employer's premises, is carried out away from those premises on a regular basis” (Herrera et. al, 2022). Moreover, a rather practical and useful definition describes telework as “work outside an employer's premises, supported by ICT technology tools” (Urbaniec et al.) As per Baruch (2000), this type of work can be described according to three factors: a) location, as teleworkers might work partially or fully independent from the employer's premises, b) use of information technology (IT, such as computers, e-mail or telephones, and c) communication between both parties and link to the organization. The Eurofund and the International Labour Office have also distinguished the different telework modalities according to both location and regularity of work. These include telework from home on a regular basis, mobile work, carried from the

office some days and from home other days, occasional telework, and hybrid work, which encompasses a combination of physical presence and work from a different location (Erro-Garcés et al., 2022).

For the purpose of this study, telework or remote work is defined as a work arrangement in which employees work from home or from another remote location, via the Internet, email or phone, instead of commuting and working at the main office or workplace. In this study, telework amount is measured by the percentage of telework performed by each individual in proportion to work at the office.

Prior to the emergence of the COVID-19 pandemic, Remote working was already a topic of interest for researchers. The use of communication tools such as mobile devices allowed for increased independence from a fixed workplace, which was associated to several benefits such as reduced costs and increased economic outcomes. (Urbaniec et al., 2022). Before this period, remote work was usually thought to be useful and mainly practiced among high-skilled workers with high levels of autonomy who were usually self-employed (Irimias, 2021). In 2009 about 5.2% of employed individuals from the European Union (EU-27) were working at least sometimes from their homes. By 2019 this number had significantly increased to 9 % and almost 36% of the self-employed, as well as 11% of dependent employees, were sometimes or usually working from home in the EU-27, although these numbers varied across countries and professions (Milasi et al, 2021). Although there has been a steady increase in teleworking for several years, the COVID-19 Pandemic has skyrocketed the number of organizations adopting telework as a way of adapting to the crisis and maintaining businesses, as well as workers' jobs (Brunelle & Fortin, 2021; Zöllner & Sulíková, 2021). With the sudden emergence of a worldwide Pandemic, companies around the world had to find ways to rapidly react to the drastic changes imposed by the COVID-19 disease, and the digitalization of workplaces, along with remote working, was an effective manner of keeping workers' jobs and companies on the market. (Zöllner & Sulíková, 2021). By April 2020, about 40 % of employed individuals across Europe started teleworking full-time, with a sizeable share never having experienced remote work before (Sotto-Mayor, 2022). Rather than being a privilege, teleworking became a necessity after the pandemic started (Urbaniec et al., 2022). In fact, Remote work has become the standard practice in a large number of organizations all over the world. (Ostapenko et al., 2022). Although literature regarding this subject is still scarce in the aftermath of the pandemic, a study by Dowling et al. (2022) shows that more than 75% of men and women preferred hybrid

work in the post-pandemic, of which 71% said that they would look for other job options if telework wasn't available where they work.

Teleworking has been proven to carry some advantages, but also disadvantages for society in general, companies, and workers who adopt this type of regime. In the following paragraphs, we describe the main upsides and downsides of this form of working for each of these social actors respectively.

From a societal perspective, teleworking is an environmentally friendly working agreement, as it allows employees to stay home, thus having to drive to the workplace fewer times, thereby reducing carbon emissions and organizations' environmental load. Furthermore, with the increase in telework agreements, it is also easier to integrate specific groups of individuals in employment, including individuals with certain disabilities, those who suffered from accidents, and women and men who have a big participation in the domestic life or a high family commitment, as these individuals can work from the comfort of their homes with all that it entails (Athanasiadou & Theriou, 2021; Karácsony, 2021).

Noticeably, a teleworking regime is often also beneficial for employers and organizations in several aspects. Teleworking is, first and foremost, a way of reducing the office's maintenance costs, such as water and electricity bills. This type of work arrangement also allows organizations to encompass a wider range of candidates for jobs, coming from different parts of the world (Blumberga & Pylinskaya, 2019; Songsangyos & Iamamporn, 2020; Karácsony, 2021). Moreover, organizations that adopt telework, have a better work climate as well as reduced turnover and absenteeism rates, especially related to illness or taking care of children, because it provides employees the opportunity to still work from home in these situations (Cho, 2020; Brunelle & Fortin, 2021; Karácsony, 2021). Work continuity is a really important benefit associated with telecommuting, as this work arrangement permits organizations to keep performing essential work and services, even through natural or human-made disasters, such as COVID-19. (Cho,2020) These organizations also often report an overall increase in productivity and performance (Mann & Holdsworth, 2003; Cho, 2020; Brunelle & Fortin, 2021; Karácsony, 2021). This positive effect, however, depends not only on the HR development practices and the way that telework is implemented, but also on the type of tasks performed during the telework period. Research supports that telework positively impacts productivity for creative tasks (Athanasiadou & Theriou, 2021). Nevertheless, this form of work

has also been shown to have some negative consequences for employers, which include the increased IT demands associated with it, security issues, a loss in teamwork, and several challenges to the control and motivation of teleworkers (Karácsony, 2021). Furthermore, it has also been mentioned that telework can have negative impacts on productivity for dull tasks. (Athanasiadou & Theriou, 2021).

The social actors that appear to benefit the most from telecommuting are the employees who work at different organizations. When implemented in a correct manner, telework may be beneficial to employees' well-being, reducing emotional stress linked to working at the office, by eliminating stressors like office distractions, interruptions from coworkers, telephone calls, background noise, and meetings. In addition to having fewer distractions, individuals who work from home are also alienated from the stress provoked by certain office politics and other constraints, which allows them a more pleasant work experience (Klopotek, 2017; Blumberga & Pylinskaya, 2019; Cho, 2020; Brunelle & Fortin, 2021; Karácsony, 2021). Studies have also shown that remote work often increases free time, and allows individuals to work with different schedules and from different regions, thus promoting flexibility. (Blumberga & Pylinskaya, 2019; Nemțeanu et al., 2021). Because it is a facilitator of job flexibility, telework can also increase employees' autonomy in their work by allowing them to decide when, where and how they work. (Klopotek, 2017; Brunelle & Fortin, 2021; Nemțeanu et al., 2021; Karácsony, 2021; Zalat & Bolbol, 2022). Additionally, other benefits of remote working may include reductions in commuting costs, such as gas and parking, and commuting time (Mann & Holdsworth, 2003; Klopotek, 2017; Karácsony, 2021). Saving time from commuting is thought to reduce the worker's tiredness, and eliminate a large part of the stress related to the commute (Man & Holdsworth, 2003; Cho, 2020).

On the reverse side of the coin, remote work has been shown to reduce the number of social interactions with other employees and colleagues, which may increase feelings of social isolation, and consequently lead to feelings like fear of potential exclusion, and negative emotions such as loneliness and disconnection. (Mann & Holdsworth, 2003; Cho, 2020; Athanasiadou & Theriou, 2021; Karácsony, 2021). Also stemming from the lack of social interactions, in regard to career progression, remote working can have a negative impact by reducing the number of in-person interactions, thus decreasing the feeling of closeness with superiors (Cho, 2020). Moreover, according to the International Labor Organization, remote work may entail longer working hours and extra work on the evenings and weekends, especially

for employees who have dependents (Irimias,2021). Beyond working longer hours, individuals also tend to work in situations of illness and not fully recovered, which impacts employees' quality of work. This phenomenon, whereby people feel unable to take time of work due to sickness is called presenteeism (Mann & Holdsworth, 2003). This schedule flexibility, along with workplace flexibility may sometimes also result in a blur of the boundaries between work and family life, often leading to work-family conflict. (Klopotek, 2017; Karácsony, 2021). In fact, teleworking may increase pressure on teleworkers to be constantly responsive and connected, resulting in higher intensity of work, leaving family responsibilities on hold, and resulting in work-family conflict (Michinov, 2020).

Despite these positive and negative outcomes, successful adjustment to a telework regime always depends on individual and organizational factors such as the type of job and tasks performed, the support provided by companies and managers and personal preferences, among others. (Golden & Veiga, 2005; Gajendran & Harrison, 2007; Irimias,2021; Couto, 2022; Michinov et al., 2022).

2.3.Relationship between telework and job satisfaction

Specifically addressing the relationship between telework and job satisfaction, many studies approached different perspectives on this topic. It is clear that the benefits and disadvantages stemming from teleworking adoption and frequency influence employees' job satisfaction but it remains uncertain whether teleworking is more beneficial or prejudicial to this matter (Karácsony,2021; Lu & Zhuang, 2023).

While some researchers have found a linear relationship between these 2 variables, other authors propose an inverted U shape linearity (Zöllner & Sulíková, 2021). Golden & Veiga (2005), for example, have shown that the relationship between telework and job satisfaction is a rather complex one, by proposing that there is a curvilinear inverted U-shaped relationship between these two variables. The authors suggest that at lower frequencies of telework, there are considerable gains in job satisfaction. However, as this frequency increases, job satisfaction plateaus and starts decreasing. In fact, there seems to be a threshold of 15.1 hours of teleworking per week beyond which the benefits of teleworking are not accrued.

Nevertheless, a large number of scholars have since then studied the topic of telework and job satisfaction and found it to be positively linked to job satisfaction (Gajendran & Harrison, 2007; Fonner & Roloff, 2010; Bae & Kim, 2016; Brunelle & Fortin, 2021; Karácsony, 2021; Taboroši et al., 2022; Tavileh et al., 2022; Zöllner & Sulíková, 2022; Limanta et al., 2023; Lu & Zhuang, 2023). Indeed, individuals who perceive the many benefits of telework usually appear to be more satisfied with their work (Karácsony, 2021). Most studies comprising this positive link suggest that telework provides individuals with more autonomy and flexibility to match their individual necessities regarding where and how they work, which results in increased job satisfaction (Gajendran & Harrison, 2007; Fonner & Roloff, 2010; Brunelle & Fortin, 2021; Zöllner & Sulíková, 2022; Limanta et al., 2023; Taboroši et al., 2022; Lu & Zhuang, 2023). Noticeably, according to the Job Demand Control Model, remote workers usually have more autonomy to handle work and family commitments and less work pressure and workload, thereby experiencing higher levels of Job Satisfaction (Lu & Zhuang, 2023). Moreover, Brunelle & Fortin (2021), suggested that teleworking is a better way of fulfilling workers' psychological needs for autonomy, competence and relatedness based on the Self Determination Theory, which consequently increases their job satisfaction. Other authors also suggest employees who telecommute are less likely to be affected by office stress and distractions and tend to be more satisfied with their work (Taboroši et al., 2022).

As previously mentioned, the effects of remote working on job satisfaction aren't always positive and some researchers have reported ambivalent results regarding this topic. While telework may carry many benefits that contribute to high levels of job satisfaction, some scholars argue that working from home drastically reduces workers' number of social interactions, which in turn may arouse negative feelings such as loneliness, boredom and isolation, thus promoting dissatisfaction (Cooper & Kurland, 2002; Golden & Veiga, 2005; Rimias, 2021; Niebuhr et al., 2022; Taboroši et al., 2022; Tavileh et al., 2022; Zöllner & Sulíková, 2022). Furthermore, the reduced number of social interactions associated with remote work may also impair individuals' relationships with colleagues and superiors, resulting, once more, in a decrease in job satisfaction, as interconnectedness and friendship can improve job satisfaction (Karácsony, 2021; Taboroši et al., 2022). Other authors reveal that the technostress caused by the technology used in teleworking agreements also often leads to a decrease in job satisfaction (Tavileh et al., 2022). According to the role-blur theory, teleworking may lead to

multitasking and housework, thus offsetting the positive effects of teleworking on job satisfaction (Lu & Zhuang, 2023).

Within this framework, it is also extremely relevant to consider that the effect and relationship of telework with job satisfaction often depends on employees' individual factors such as employees' jobs, characters, values, age, gender, and level of education (Taboroši et al., 2022).

2.4. Work-life balance

One concept highly associated with remote working and job satisfaction in the literature is Work-life balance.

Although it is a hard concept to define and operationalize work-life balance can be simply put as an "individual's perception that they are capable of balancing their work and non-work activities effectively" (Kalliath and Brough, 2008). This concept originated in the 1930s and it was first described as the absence of conflict between work and family life in combination with high levels of family enrichment (Brough et al., 2020; Ramakrishnan, 2020). Early scholars have conceptualized this term according to an equal distribution of resources such as time, energy and commitment across work, family, and other life roles. Nonetheless, this equity approach doesn't take into consideration aspects like personal role preferences and the subjectiveness of the "balance" concept (Brough et al., 2020). While this approach considered balance as an equal distribution of resources, further perspectives argue that balance depends upon individuals' circumstances and perceptions. Whether an individual has a work-life balance or not, depends on what they consider to be more important and how they perceive certain situations (Kelliher et al., 2018; Brough et al., 2020). It is also important to consider that, within the work-life balance concept, life doesn't only encompass childcare, but it is a much broader idea including other activities such as hobbies, education or exercise, and work shouldn't also be restricted to the traditional ways of working, but rather incorporate contemporary working arrangements and relationships (Kelliher et al., 2018). Yet, Sirgy & Lee (2017) propose an integrative conceptualization of work-life balance according to several definitions existent in the literature, which include two key dimensions: (a) role engagement in work and nonwork life, which refers to the high degree of engagement in several social roles both in work and nonwork life, by effectively distributing time and effort across different life domains in order to achieve work-life balance and positive outcomes such as overall satisfaction in these different domains, and

(b) minimal conflict between social roles in work and nonwork life, which occurs when the responsibilities in one life dimension are incompatible with the responsibilities from another life domain.

Concerning the present study, work-life balance can be defined according to the definition proposed by the authors of the instrument used to measure said variable in the study. These authors define work-life balance as “an individual’s subjective appraisal of the accord between his/her work and non-work activities and life more generally” (Brough et al., 2014).

There has been extensive research on the possible consequences and outcomes associated to high levels of work-life balance and work-life conflicts. In a comprehensive literature review on the topic, Sirgy & Lee (2017) divide these outcomes into work-related outcomes, non-work-related outcomes and stress-related outcomes. Regarding work-related outcomes, the authors state that high levels of work-life balance are related to an increase in job satisfaction, job performance, organizational commitment and career development and success, and a decrease in intentions to leave the organization, job malfunction, job burnout, work alienation, absenteeism, and turnover intentions. Nonwork-related outcomes associated with an increase in work-life balance include increase in life satisfaction, marital adjustment and marital satisfaction, family performance and satisfaction, parental satisfaction and satisfaction with leisure activities, and a decrease in conflict with other family members. Finally, concerning stress-related outcomes, literature has found that an increase in work-life conflict may escalate not only psychological distress but also family-related stress and manifestation of illness symptoms (Sirgy & Lee, 2017).

As aforementioned, augmentation of work-life balance has extensively been shown to be linked to an increase in job satisfaction in the literature (Sirgy & Lee, 2017; Brough et al., 2020; Suryani et al., 2021; Žnidaršič & Marič, 2021; Budiman et al., 2022). Indeed, work-life balance research has found that work-life balance can be achieved by the same as job satisfaction, thereby relating these two variables (Žnidaršič & Marič, 2021). Research has shown that having an adequate work-life balance can increase one’s job satisfaction through the reduction of work-related stress (Kasbuntoro et al., 2020). This job satisfaction may also be achieved by a reduction in work-family conflict (Belman & Hübler, 2020). Moreover, by fulfilling every domain of one’s life, work-life balance brings joy to every activity related to personal and professional life, as well as a sense of harmony and happiness, thus leading individuals to be

more satisfied, not only with life but also with their work (Suryani et al., 2021). Evidently, job satisfaction also appears to decrease when an individual's professional responsibilities are incompatible with their personal responsibilities. This incompatibility is usually due to the lack of work-life balance (Fonner & Roloff, 2010).

Regarding the relationship between teleworking and work-life balance, work-life balance is arguably one of the most commonly perceived benefits of telework (Cho, 2020). Many studies have demonstrated that a teleworking agreement can result in increased work-life balance (Cho, 2020; Tavileh et al., 2020; Vargas et al., 2020; Budiman et al., 2022; Zalat & Bolbol, 2022; Suryani et al., 2021). Noticeably, because telework allows individuals the flexibility to adapt their place and time of work to their individual needs thereby more effectively fostering their work and personal responsibilities simultaneously, it can result in better work-life balance (Cho, 2020; Vargas et al., 2020; Budiman et al., 2022; Suryani et al., 2022).

On the other hand, some scholars have also reported that remote working can influence work-life balance in a negative manner (Bellmann & Hübler, 2020; Cho, 2020; Vargas et al., 2020; Tavileh et al., 2022). This negative relationship mainly stems from issues related to the blurring of boundaries when there isn't a clear division between work life and personal life, resulting in a worse work-life balance (Bellmann & Hübler, 2020; Cho, 2020; Vargas et al., 2020). Specifically, when COVID-19 generalized telework, it became fundamental to maintain clear boundaries between the work and life domains (Erro-Garcés et al., 2020). Additionally, the autonomy and flexibility provided by teleworking arrangements may also result in employees working longer hours and creating a work-family conflict (Klopotek, 2017; Bellmann & Hübler, 2020; Cho, 2020; Karácsony, 2021). Much like in the relationship between telework and job satisfaction, individuals who telecommute more often experience more negative effects on their work-life balance (Vargas et al., 2020).

After a comprehensive framing of the relationship of work-life balance with both telework and job satisfaction, it is possible to relate these three variables within the same model. In fact, because according to Golden & Veiga (2005) there is a curvilinear relationship between telework and job satisfaction, it may be possible that there is an intervening variable enhancing this relationship (Suryani et al., 2022). When working from home job satisfaction seems to be maintained if there is a fulfillment of all the responsibilities in the different domains of one's

life (Irawanto et al., 2021). The Job demands-resources model can also contribute to a better understanding of this relationship; this is, to date, one of the most popular models to understand the relationships between job characteristics and individuals' well-being. This model proposes that job resources are physical, psychological, social, or organizational characteristics of work that have a motivational potential to help mitigate the physiological and psychological consequences of job demands, resulting in positive outcomes and overall well-being (Billota et al., 2021; Lesener et al., 2018).

According to this model, telework can be considered a job resource that can promote a better work-life balance and reduce its negative consequences. Having a higher work-life balance will result in an increase in job satisfaction. Indeed, Jamal et al. (2021) have shown that, in line with the Job demands-resources model, job resources like autonomy originating from teleworking, have a positive effect on job satisfaction through the mediation of work-life balance which is considered a job demand.

2.5.Extraversion

An effective adaptation to telework depends upon several factors, including not only the job design and characteristics and organizational factors, but also home and family characteristics and individual factors (Irimias, 2021)

Although most research focuses on situational and organizational differences in the study of the relationships between telework and job satisfaction, individual differences could also play a role in these relationships (Golden & Veiga, 2005; Gajendran & Harrison, 2007; Michinov et al., 2022). One relevant individual factor that may have an influence on this relationship is personality.

Personality can be defined as “consistent behavior patterns and interpersonal processes originating within an individual” (Burger, 2014). The Big Five Model categorizes human personality into 5 different factors: openness to experience, agreeableness, conscientiousness, neuroticism, and extraversion, each one encompassing several characteristics and traits (Wilt & Revelle, 2016; Marhadi & Hendarman, 2020). Although all five constituents of the Big Five Model have somehow been discussed in the relationship between remote work and job satisfaction, this study focuses specifically on the effect of extraversion in this relationship.

Extraversion is a higher dimension of personality that can be characterized by a “tendency to experience and exhibit positive affect, assertive behavior, decisive thinking and a desire for social interaction”. Individuals who are considered extraverted are usually energetic, dominant, spontaneous, and sociable, while the ones who are thought to be introverted can be characterized as more lethargic, reflective, quiet and inhibited (Wilt & Revelle, 2016). Overall, specific facets of extraversion have been shown to be positively related to job satisfaction, as extrovert individuals are usually more enthusiastic about life, which positively colors their perception of their job, leading to job satisfaction (Harari et al., 2018). Specifically differentiating teleworkers from non-teleworkers, although findings are not consistent, extraversion has been shown to be positively related to job satisfaction in people who telework compared to people who do not embrace this type of work arrangement (Smith et al., 2015; Michinov et al., 2022). Such a relationship may occur as extraverted individuals have been shown to be more likely to actively seek socioemotional support, and display adaptative coping strategies during Covid-19 (Michinov et al., 2022). In fact, Michinov et al. (2022) showed that individuals with an affiliative profile, characterized by high levels of agreeableness, conscientiousness and extraversion and low levels of neuroticism and preference for solitude, have higher scores of job satisfaction than individuals with a solitary profile, characterized as the opposite of affiliative, as the prior profile seems to help individuals to more effectively cope with social isolation and stress. However, extroverts usually prefer to be in environments abundant with social stimulation and are energized by social interactions. As such, because within a telework regime social interactions are likely to decrease, extroverted individuals should be more prone to be dissatisfied with such work conditions (Smith et al., 2015; Marhadi & Hendarman, 2020). Furthermore, Michinov & Michinov (2021), reported that individuals with an affiliative profile had higher levels of anxiety and stress during the lockdown.

Although a limited number of studies has explored this relationship, in the present study we hypothesized that extraversion could have a role as a moderator in the relationship between telework amount and job satisfaction, as different levels of extraversion could either strengthen or weaken the relationship between telework amount and job satisfaction.

2.6.Aims and hypotheses

The main purpose of the present study is to understand some of the underlying relationships between job satisfaction and other important work and individual factors for employees working at the shared services at Pestana Hotel Group. Specifically, the study aims to explore

the relationship between telework amount associated with each employee's work regime and job satisfaction, and to increase the knowledge on different factors that could have a role in this relationship in a post-pandemic period for the present sample.

As previously mentioned, the literature on the topics studied presents mixed findings regarding most of the relationships between the variables at study. As such, apart from the hypothesis proposed for the relationship between work-life balance and job satisfaction, and the one between extraversion and job satisfaction, all the other hypotheses are non-directional.

Based on the scope of the literature previously provided, the following hypotheses (H) are proposed:

H1: Telework amount is related to job satisfaction.

H2: The higher the level of work-life balance, the higher the job satisfaction.

H3: Telework amount is related to work-life balance.

H4: The higher the level of individuals' extraversion, the higher the job satisfaction

H5: The relationship between telework amount on job satisfaction is mediated by work-life balance (appendix 1).

H6: The relationship between telework amount on job satisfaction is moderated by extraversion (appendix 2).

3. Methodology

3.1. Participants

The survey created for the present study was sent to a total of 203 employees working in the shared services at Pestana Hotel Group, which represents the totality of the workers in this universe. Out of these 203 individuals, 140 participated in the survey and 121 were considered valid and used in the analyses.

Of the 121 participants, there was a total of 36 (29.8%) male and 84 (69.4%) female individuals; 1 (0.8%) participant who preferred not to respond. The participants' age distribution was as follows: 6 (5.0%) individuals were between 18 and 24 years old, 44 (36.4%) between 25 and 34, 24 (19.8%) between 35 and 44, 33 (27.3%) between 45 and 54, 13 (10.7%) between 55 and 64, and only 1 (0.8%) was older than 65 years old. Forty-nine (40.5%) participants were single, 62 (51.2%) were married or in a non-marital partnership, 8 (6.6%) were divorced and 2 (1.7%) responded "Other". Concerning the participants' level of education, 33 (27.3%) had completed high school, 52 (43.0%) had a bachelor's degree, 32 (26.4%) had a master's degree and 4 (3.3%) responded "Other". Fifty-four (44.6%) participants had no children, while 26 (21.5%) had 1 child, 36 (29.8%) had 2 children and 5 (4.1%) had 3 children. Eighteen (14.9%) employees worked at Pestana Hotel Group for less than 1 year, 18 (14.9%) between 1 and 2 years, 18 (14.9%) between 3 and 5 years, 14 (11.6%) between 6 and 10 years, 17 (14.0%) between 11 and 20 years and 36 (29.8%) had been working at the Group for over 20 years. Finally, 47 (38.8%) individuals showed a preference for having a regime including a majority of remote work, 60 (49.6%) preferred a mixed regime, and 14 (11.6%) preferred a majority of the work done in person or at the office (appendix 3).

3.2. Instruments

The online survey first included a set of questions regarding sociodemographic variables such as age, gender, level of education, marital status, number of children, and years of work at the Group.

A set of questions regarding the amount of telework practiced by the employees, and their telework regime preferences were also included in the survey were retrieved and adapted from a questionnaire on remote working used for the "EURECA Project: New Career Strategies for the New European Remote Careers". To measure the independent variable, telework amount the statement "Please indicate as a percentage (%) how much you are currently remote working"

was used, to which the participants had to respond on a scale of 0% to 100%. This measure was thought to be the most adequate because at Pestana Hotel Group the amount of telework defined in telework arrangements is also explicit as a percentage. To measure the dependent variable, job satisfaction, the Satisfaction With Work Scale was used (Bérubé et al., 2007). This scale was adapted from the Satisfaction with Life scale (Diener et al., 1985) and translated from the French version to English. There were 5 items within this instrument that measured job satisfaction (e.g., “In general, the type of work I do corresponds closely to what I want in life”) using a 7-point scale (1= Strongly disagree; 7= Strongly agree). The authors have shown this scale to have adequate internal reliability of .73 across 4 different samples (Bérubé et al., 2007). In the Current study, this instrument also showed high reliability ($\alpha=.90$). A mean of the items was computed to assess overall job satisfaction.

To measure work-life balance, an instrument developed by Borough et al. (2014) was used. This instrument was composed of 4 items measuring individuals' work-life balance (e.g., “I feel that the balance between my work demands and non-work activities is currently about right.”) using a 5-point scale (1= Strongly disagree; 5= Strongly agree). This scale was shown to have an overall adequate validity and reliability across 4 different samples in Australia and New Zealand (Borough et al., 2014). For the current sample, this instrument also presented high reliability ($\alpha=.87$). A mean of the 4 items was computed to assess the overall work-life balance.

Finally, extraversion was measured using the 12 items corresponding to the extraversion dimension of a Portuguese version of Costa & McCrae's (1989) Neo Five-Factor Inventory (Neo- FFI) adapted from Lima & Simões's (2000) Portuguese version of the Neo personality inventory (Neo Pi-r) (Magalhães et al., 2014).

The 12 corresponding items (e.g., “I like to have many people around me”) were measured using a 5-point scale (1= Strongly disagree; 5= Strongly agree). This version of the inventory has also been shown to be valid across a large sample of the population and the dimension of extraversion has adequate reliability ($\alpha=.75$) (Magalhães et al., 2014). For the present study, the measure of extraversion showed an adequate, yet low reliability ($\alpha=.61$). The 12 items were computed into a sum variable representing an individual's extraversion.

Every instrument was displayed in both a Portuguese and an English version of the survey. For this, some of the instruments either had to be translated from English to Portuguese or from Portuguese to English using a forward-backward translation method. For example, in

translating from English to Portuguese, the instruments were first translated to Portuguese and later back to English by a different individual to assess if the translation was similar to the original version and correct possible incongruences.

3.3.Data collection

The necessary data for our research were collected at Pestana Hotel Group after the authorization of the HR Corporate team leader and the Group's Chief Human Resources Officer (CHRO) were obtained.

After a discussion with these parties about which employees made sense to include in the research, an agreement was reached allowing the researchers to include exclusively employees from the shared services who had some type of teleworking regime or the opportunity to work remotely, and were above 18 years of age.

It is relevant to mention that at Pestana Hotel Group's shared services employees are usually offered the possibility of a telework regime, and the patterns and details of such regime are decided beforehand by each department's manager and human resources managers and are explicit in each employee's contract.

The main reason why employees from the hotels and operational areas of the business were excluded was because since they don't usually have a remote work agreement or the opportunity to do their work remotely, there was a possibility that participating in the study could create false expectations to these employees that they would in the future have access to such agreement, which wouldn't be possible.

Taking these criteria into consideration, the responsible for the Group's internal communication issued an email on the company's private newsletter communicating the purpose of the study and requesting people's collaboration for the list of employees previously set, followed by the access link to the survey created on the Qualtrics XM platform. Participants could respond to the survey either on the computer or on the phone and both a Portuguese and an English version were available.

Ethical procedures were assured beforehand, as the survey included a brief explanation of the study and informed consent assuring participants' privacy, and confidentiality, granting the complete anonymity of each participant, as well as compliance with the ethical principles of investigation. Participants were also informed that they could terminate their participation at

any time and that the data would only be analyzed at a group level, not drawing any conclusions about one individual alone. Every respondent had to consent their participation in the study before moving on with the survey.

This consent was followed by a brief sociodemographic questionnaire and the instruments and questions to measure the main research variables. The survey took an average of 8 to 10 minutes to complete.

To estimate the necessary sample size to obtain a statistically significant effect between the chosen research variables, an analysis was conducted using the G-power software. For correlation tests with a medium effect size of $d = 0.3$, a significance level of $\alpha < 0.05$, and a statistical power of $(1 - \beta) = 0.8$, a total sample size of 80 individuals was estimated.

The survey was available on Qualtrics from April 4th to June 2nd 2023. A reminder email was sent to the employees halfway through this period to ensure participation.

3.4. Data analysis procedures

After reaching an appropriate sample size, data were extracted into a database and analyzed using IBM's software SPSS (version 28.0).

The first step was to clear and organize the database by eliminating any invalid responses and unnecessary information, correctly labeling all the variables, and computing the mean and sum variables of the items for each different instrument assessing the main variables of job satisfaction, work-life balance and extraversion.

Descriptive analyses and frequencies were then conducted for every variable of interest.

Pearson correlations were performed to understand the relationships between the main variables, job satisfaction or telework amount, work-life balance, and extraversion,

Although the initial plan was to carry out a classical mediation analysis having the percentage of telework currently as an independent variable, job satisfaction as a dependent variable and work-life balance as a mediator, because the initial correlation between telework amount and job satisfaction was not statistically significant, a different direction was taken and the indirect effect of telework amount on job satisfaction through the mediation of work-life balance was tested by using the Process macro v4.2 add-on by Andrew F. Hayes and testing model 4. Although traditional perspectives such as the causal steps approach by Baron and

Kenny (1986) on mediation suggest that to test a mediation's direct and indirect effects it is necessary the assumption that the independent variable has a statistically significant effect on the dependent variable, a more modern approach proposed by Hayes (2009) suggests that by using bootstrapping it is indeed possible to assess the indirect effect of the independent variable on the dependent variable through a third variable or mediator without these two variables being associated (Hayes, 2009).

Moreover, the moderation analysis using the percentage of telework currently or telework amount as an independent variable, job satisfaction as a dependent variable and extraversion as a moderator, was not possible to analyze due to lack of an initial significant correlation between job satisfaction and telework frequency and a significant correlation between these two variables and extraversion.

Spearman correlations were also analyzed between job satisfaction and certain sociodemographic variables, such as age, level of education, years of work at Pestana Hotel Group and number of children, to explore other underlying relationships of job satisfaction. After analyzing these correlations, the predictive ability of both years of work at Pestana Hotel Group and number of children, in support to job satisfaction was tested by performing a multiple linear regression analysis.

Finally, the Pearson correlation between telework frequency and job satisfaction was also performed individually for each telework regime preference group, individuals with a preference for working mostly at the office, individuals with a preference for a mixed regime and individuals who prefer having mostly remote work.

For most of the analyses, the results were considered statistically significant at a level of $p < 0.05$, except for the indirect effect analysis for which the results were considered significant when 0 did not fall within the 95% Confidence Intervals.

4. Results

4.1. Descriptive statistics for the main variables

As seen in Table 1, for the study's dependent variable, which is job satisfaction, participants presented a mean of 4.84 (N=121; SD=1.23), with scores ranging from a minimum of 2 to a maximum of 7.

Regarding the independent variable, which is telework amount or percentage of telework currently the employees reported an average of 26.98% (N=121; SD=20.36) of telework, ranging from a minimum of 0% to a maximum of 100%.

For work-life balance, participants revealed a mean of 3.09 (N=121; SD=.861), with scores ranging from a minimum of 1 to a maximum of 5.

Finally, concerning extraversion, employees presented a mean of 40.97 (N=118; SD=4.48), with scores ranging from a minimum of 32 to a maximum of 50.

Table 1

Descriptive statistics for the main variables

Variable	N	Min.	Max.	M	SD
Job satisfaction	121	2	7	4.84	1.23
Telework amount	121	0	100	26.98	20.36
Work-life balance	121	1	5	3.09	.861
Extraversion	118	32	50	40.97	4.48

4.2. Correlation analyses between the main variables

As displayed in Table 2, results from Pearson correlation analyses indicated that there isn't a significant relationship between job satisfaction and telework amount in the present sample ($r = .119$; $p = .193$).

There is, however, a significant positive correlation between telework amount and work-life balance ($r=.249$; $p=.006$).

Results also showed that there is a significant positive relationship between job satisfaction and work-life balance ($r=.355$; $p<.001$).

Results from the extraversion correlation analysis indicated that there isn't a significant relationship between job satisfaction and extraversion ($r=.121$; $p=.191$), nor between telework amount and extraversion ($r= -.073$; $p=.432$).

Table 2

Correlation matrix between the main variables

Variable	1	2	3	4
1. Job satisfaction	–			
2. Telework amount	.119	–		
3. Work-life balance	.355***	.249**	–	
4. Extraversion	.121	-.073	.159	–

Note * $p<.05$ ** $p<.01$ *** $p<.001$

4.3. Indirect effect of telework amount on job satisfaction through the mediator work-life balance

To test if there is a relationship between telework amount and job satisfaction through work-life balance model 4 of the PROCESS macro v4.2 by Andrew F. Hayes was used (appendix 4). 5000 bootstrap samples with a 95% confidence interval were used.

The analysis revealed first that the effect of telework amount (X) on work-life balance (M) (path a) is positive and significant ($b= .011$; $SE=.003$; $t= 2.80$ $p= .006$) and also that work-life balance (M) has a positive and significant effect on job satisfaction (Y) (path b) ($b=.496$; $SE=.127$; $t=3.90$ $p<.001$).

Moreover, the results showed that there isn't a statistically significant direct effect of telework amount (X) on job satisfaction (Y) (path c') ($b=.002$; $SE=.005$; $t=.371$; $p=.712$). The 95% bootstrap confidence interval for the direct effect ranged from $[-.008$ to $.012]$.

However, the indirect effect of telework amount (X) on job satisfaction (Y) through work-life balance (M) was shown to be significant and positive ($b=.005$; $BootSE=.002$; $BootLLCI=.002$; $BootULCI=.011$).

4.4. Correlation analyses between job satisfaction and sociodemographic variables

Table 3 shows the results from the Spearman correlation analyses, which indicated that not only does job satisfaction have a significant positive relationship with the number of years of work at Pestana Hotel Group ($r_{sp}=.283$; $p=.002$), but that there is also a significant positive relationship ($r_{sp}=.213$; $p=.019$) between job satisfaction and the number of children, and between job satisfaction and the respondents' age ($r_{sp}=.279$; $p=.002$).

The employees' level of education, however, isn't significantly correlated with job satisfaction ($r_{sp}=-.165$; $p=.070$).

Table 3

Correlation matrix between job satisfaction and sociodemographic variables

Variable	1	2	3	4	5
1. Job satisfaction	–				
2. Age	.279**	–			
3. Level of education	-.165	-.512***	–		
4. Number of children	.213*	.647***	-.197*	–	
5. Number of years at Pestana Hotel Group	.283**	.795***	-.476***	.565***	–

Note * $p<.05$ ** $p<.01$ *** $p<.001$

4.5. Linear regression analysis

Based on the previous correlation analyses, a multiple linear regression analysis was performed in order to test the predictive ability of years of work at Pestana Hotel Group and the number of children in support of job satisfaction. Despite its correlation with job satisfaction, age was not included in the model due to its strong correlation with years of work at Pestana Hotel Group ($r_{sp}=.795$; $p<.001$), which can be seen in Table 3, to avoid multicollinearity issues, facilitating the interpretation of the results.

No multicollinearity problems were detected for this model (VIF:1.469).

As seen in Table 4, the regression model is statistically significant ($F(2,118) = 5.153$; $p = .007$). this model explains 6.5% ($AdjustedR^2 = .065$) of the variance in job satisfaction.

Results from the regression analysis indicated that years of work at Pestana Hotel Group ($\beta = .225$, $t = 2.098$, $p = .038$) contributed significantly to the regression model.

The number of children, however, does not significantly contribute to the model ($\beta = .088$, $t = .819$, $p = .415$).

Table 4

Sociodemographic predictors of job satisfaction

Variables	R ²	R ² Adjusted	F	SD	β	t	p
Constant	.080	.065	5.15	.275		14.7	<.001***
Number of children				.138	.088	.819	.415
Years at Pestana Hotel Group				.071	.225	2.10	.038*

Note * $p < .05$ ** $p < .01$ *** $p < .001$

4.6. Correlation between job satisfaction and telework amount for different telework preference groups

To test if the relationship between telework amount and job satisfaction varies according to different preference groups (individuals with a preference for a majority of remote work, individuals with a preference for a mixed regime, and individuals with a preference for a majority of work at the office), the correlation between these two variables as tested individually for each different telework regime preference group.

For individuals with a preference for having a majority of remote work, the correlation between job satisfaction and telework amount is statistically significant and positive ($r = .315$; $p = .031$). This correlation, however, is not significant, neither for the group with a preference for having a mixed regime ($r = .088$; $p = .504$) nor for the group with a preference for having the majority of work at the office ($r = -.027$; $p = .926$).

5. Discussion

The main purpose of this study was to understand some of the underlying relationships between job satisfaction and other important work and individual factors for employees working at the shared services at Pestana Hotel Group. Job satisfaction is a phenomenon of extreme importance for companies and organizations all around the world. Understanding its intricacies may provide useful information for leaders and human resources managers, allowing them to promote and enhance its positive outcomes such as performance (Zöllner & Sulíková, 2021).

Specifically, there was an aim to explore the relationship between job satisfaction and telework amount in a post-pandemic period as this relationship has gained increasing interest with the emergence of the Covid-19 pandemic, and the drastic change in the way people work (Irimias, 2021).

According to H1, telework amount was expected to be related to job satisfaction. However, our results failed to demonstrate a direct significant correlation between these two variables for the study's sample. These results are in opposition to prior work, such as Golden and Veiga's (2005) study which proposed that a lower frequency of telework is related to higher job satisfaction, while a higher frequency is associated with lower levels of job satisfaction.

Our findings may be explained by several different factors. First, operational limitations such as the limited number of participants in the study, and response bias such as social desirability bias associated with the type and context of data collection may have contributed to the lack of a significant correlation between the main variables.

Nevertheless, a few authors suggest that the different psychological mediators are able to trigger individual outcomes such as job satisfaction in this relationship in an attenuated or strengthened manner (Zöllner & Sulíková, 2022). It is thus possible that although telework amount and job satisfaction are not directly related, they indirectly relate to each other through other variables.

Furthermore, recent research on this topic suggests that individuals who have been previously exposed to full-time telecommuting during the Covid-19 lockdowns since 2020 due to health restrictions and have subsequently maintained a moderate level of remote work may have, in the aftermath of the pandemic, effectively adapted to this work arrangement. They have

adeptly adjusted to the alterations in communication dynamics, work routines, and the remote work environment to a degree where telework implementation and amount no longer bear a direct correlation with job satisfaction (Budiman et al., 2022).

Given that job satisfaction is a multifaceted and intricate phenomenon extensively studied and known to be linked to several factors and influenced by a vast number of determinants and predictors, it is plausible that additional variables, including individual or sociodemographic factors, might have played a role in shaping the significance of the direct link between telework frequency and job satisfaction.

Moreover, the relationship between telework amount and job satisfaction could also potentially hinge on the individual telework regime preferences and how well they align with the actual telework arrangement offered. Previous studies have found telework to positively influence and relate to well-being for individuals with a high preference for telework in comparison with individuals with low preference for telework for which this does not happen (Otsuka et al., 2021; Erro-Garcés et al., 2022). Notably, at Pestana Hotel Group, employees typically do not have the autonomy to select their preferred regime. This lack of flexibility could create a disconnection between personal preferences and the prevailing telework regime for certain employees. However, for others, the telework arrangement might align favorably with their preferences, potentially influencing the observed significance of the relationship between telework amount and job satisfaction.

Nonetheless, work-life balance was shown to be positively related to both job satisfaction and telework amount. These results were in accordance with the initial hypotheses developed based on the existing literature (H2 and H3). Evidently, high levels of work-life balance usually promote a sense of harmony, happiness and fulfillment that is extended across every domain of one's life, including the work realm, which translates into higher levels of job satisfaction (Suryani et al., 2021). Moreover, work-life balance can also increase job satisfaction through the reduction of both stress related to work and work-family conflict (Belman & Hübler, 2020; Kasbuntoro et al., 2020).

Work-life balance has also been identified as one of the more prominent outcomes of telework in the literature (Cho, 2020). Although some researchers have proposed that telework can be negatively related to work-life balance as it blurs the boundaries between work and personal life, which also leads to work-family conflict (Bellmann & Hübler, 2020), other evidence suggests that this form of work provides employees with the flexibility to manage

work and non-work related activities in a more effective manner, increasing work-life balance (Cho, 2020; Vargas et al., 2020; Budiman et al., 2022; Suryani et al., 2022). For the employees at the shared services of Pestana Hotel Group the latter was confirmed, which may be related to specific contextual characteristics such as leadership or tailored regulations and conditions provided to the employees.

Even though telework amount and job satisfaction are not directly correlated, with the aim of analyzing the role of work-life balance as a mediator in this relationship (H5), a mediation analysis was performed using PROCESS macro by Hayes, which showed that although telework amount does not have a direct effect on job satisfaction, there is a positive indirect effect of telework amount on job satisfaction through work-life balance. This means that telework amount bears a positive effect on work-life balance, consequently resulting in increased job satisfaction. In this case, it is necessary that work-life balance is present for an increase in telework amount to result in higher job satisfaction. Similar research which studied the relationship between hybrid work, work-life balance and job satisfaction also found that work-life balance fully mediates the relationship between hybrid work and job satisfaction, as these types of working arrangements can be a way for employees to more autonomously manage their own lives and responsibilities, both personal and at work, and when work-life balance is achieved, employees can effectively reach an equilibrium between their personal and work lives, resulting in increased job satisfaction (Budiman et al., 2022).

With the goal of analyzing the role of extraversion as a moderator in the relationship between telework amount and job satisfaction (H6), the correlation between extraversion and job satisfaction was also tested. Contrary to the initial hypothesis H4, based on findings in the literature that have demonstrated extroverts are usually more satisfied with their jobs due to their enthusiastic character which can positively influence the way they perceive said jobs (Hararari, 2018), this study's results indicated the lack of a significant correlation between these variables.

Such outcomes may once more arise from operational limitations such as sample size issues altering the significance of the results. Also stemming from the limited sample size could also be the lack of variation in extraversion scores within the sample, as there was a limited range of extraversion scores and few high or low scores, which may have also resulted in the lack of a correlation between job satisfaction and extraversion.

Social desirability bias may have also influenced the significance of the results, as individuals may have wanted to avoid passing a negative perception or image of themselves, thus altering the responses to fit into a desirable image.

The lack of significance in our results could also be due to reliability issues associated with the extraversion scale. Although the reliability of the extraversion scale was relatively acceptable for the present sample ($\alpha=.61$), its Cronbach's alpha was still questionable.

Since there were no statistically significant relationships between telework amount and job satisfaction and between these two variables and extraversion, H6 (which proposed that extraversion has a moderating role in the relationship between telework amount and job satisfaction) could not be confirmed.

To have a deeper understanding of job satisfaction at Pestana Hotel Group, and to attempt to uncover potential sociodemographic factors affecting its link to telework amount, further exploration of the data was performed. After analyzing the correlations between job satisfaction and different sociodemographic variables and running a regression model including years of work at Pestana Hotel Group and number of children as predictors of job satisfaction, the results confirmed that the number of years of work at Pestana Hotel Group is a significant predictor of employees' job satisfaction at the Group, suggesting that the higher the number of years working at the Group, the higher the employees' satisfaction with their jobs. This might be explained by the fact that longer-tenure employees are usually more likely to already have adapted to the company and its values and to the job conditions, thus having a better fit between the job and their personal needs and increasing job satisfaction (Sarker et al., 2003; Ali et al., 2018). Also, research suggests that individuals with more years of service at a company usually have more opportunities for promotion, higher recognition and more responsibility, which leads to job satisfaction (Sarker et al., 2003). Other studies also suggest that while newcomers still have an adjustment process ahead and must establish new interpersonal relationships, veterans already have strong interpersonal relationships within the work context (Katz, 1978). Noticeably, strong interpersonal relationships at work usually have a positive impact on job satisfaction (Gallardo et al., 2010).

The findings may also be a result of Pestana Hotel Group's specific practices and values, which may benefit and value individuals with longer tenure in comparison with newcomers, who still haven't had opportunities to prove their worth.

The presence of this predictor may indicate that changes in job satisfaction are not solely dependent on telework amount and may be more strongly influenced by sociodemographic factors such as the years of work at the company in the case of Pestana Hotel Group.

Finally, to provide a more nuanced perspective and analyze whether the correlation between job satisfaction and telework amount could vary according to individuals' different telework preferences, this correlation was performed for the 3 different telework preference groups individually.

The results indicated a direct significant and positive correlation only for individuals with a preference for having a majority of remote work meaning that, for these individuals, a higher telework amount is related to higher levels of job satisfaction. These results are in accordance with the previously discussed information that the relationship between telework and job satisfaction can often depend on individual telework preferences and their alignment with the actual job conditions provided which is the case of the present sample. For employees who have a higher preference for telework, aligning their preferences with the actual conditions provided by increasing the telework amount, could indeed increase their job satisfaction. Previous studies found that for employees with a preference for telework psychological distress decreased, thus increasing well-being as telework increased, which may be explained due to a match between telecommuting preference and actual telecommuting (Otsuka et al., 2021). These findings may also apply to job satisfaction as well-being is related is also linked to this job attitude (Erro-Garcés, 2022). Such a phenomenon does not happen for the remaining preference groups, as increasing telework frequency would not result in this alignment of the telework regime with employee preferences, thus not increasing job satisfaction.

5.1. Practical implications

The present study's results may entail practical implications and contributions, especially for the leaders and human resources managers at Pestana Hotel Group. The results hint that the job satisfaction for the shared services employees at Pestana Hotel Group in the current post-pandemic scenario may be dependent on several different factors, and the relationship of telework amount with this job attitude may only be evident in specific situations and conditions. Consequently, it is important that Pestana Hotel Group tailors its work policies and procedures, specifically the ones related to teleworking agreements, to fit the specific necessities of its

employees, to more effectively increase their overall job satisfaction, ergo, increasing the positive outcomes associated with this satisfaction, such as performance.

As work-life balance was shown to have a positive effect on employees' job satisfaction, it is essential for the Group to keep reviewing and implementing measures to increase the employees' work-life balance. These measures may include for example increasing schedule flexibility, also by resorting to remote work agreements, providing support with childcare, providing and promoting family leaves, having leaders and managers encouraging and modeling work-life balance and training them with the aim of helping their staff balance their work and non-work activities, and measuring the outputs produced by the employees, instead of the time they spend working (Kaley & Dobblin, 2022).

Specifically regarding the telework realm, the results indicated that a higher telework amount may positively and indirectly affect job satisfaction only if the conditions for work-life balance are met. Considering this, it may be important to keep using telework as a tool in favor of employees' well-being but to also make sure that HR managers and team leaders at Pestana assess whether the conditions for an adequate work-life balance during teleworking periods are being effectively met.

Moreover, one important sociodemographic predictor of job satisfaction identified for the present sample was the number of years working at Pestana Hotel Group. Considering that the employees' job satisfaction levels were shown to be increased by the higher the number of years of Work at the Group, it may be beneficial, not only to keep valuing and recognizing the worth of the employees who have worked at the Group for longer, consequently maintaining their high levels of job satisfaction, but to also find strategies to make newcomers and employees who have not been in the company for a long time feel valued and included, as well as facilitating their adaptation to the Group and their respective teams.

Finally, the results regarding the relationship between telework amount and job satisfaction for different telework preference groups indicated that it is in fact important to match individuals' preferences with the actual telework regime provided, as for individuals with a preference for a majority of remote work, job satisfaction was higher the higher was telework frequency. As such, Pestana Hotel Group may benefit in the future from allowing individuals to tailor their telework regime to their personal preferences.

5.2.Limitations and Future Research

The present study carries some limitations that may also be addressed in future studies.

First, Pestana Hotel Group is an international Group that has over 4000 employees. However, most of these employees work at the hotels for the public and operations part of the Group and do not have a telework regime due to their job's specificities. Due to logistics and in order to not elicit false expectations regarding a possible telework regime for these employees, the Group's administration allowed the study to be conducted only for the employees working at the shared services of the Group which teleworked to some extent. The shared services population is composed of 203 individuals, which means that the present results may not be generalizable for the entirety of the Group.

Moreover, although the sample size calculated using G-power in order to obtain statistical power in the analysis was achieved, and more than 50% of the total number of individuals who received the survey, the study's sample size was still reduced, which may have impacted the significance of the results of some analysis.

There was also an imbalance regarding some sociodemographic variables such as gender. A majority of the sample was composed of women (69.4%) in comparison with men (29.8%). This discrepancy may have affected the representativeness of the sample regarding such variables and may have had implications for the results and the conclusions that can be extrapolated.

Having these limitations in mind, future studies may try to extend the present research beyond Pestana Hotel Group's shared services employees to the Group's operation employees and assess under which circumstances could job satisfaction be enhanced and its relationship to telework amount or the lack thereof. This way the results could be more representative and generalizable. Furthermore, it is likely when using questionnaires including self-report measures and when exploring personal or sensitive topics, as is the case of job satisfaction and extraversion that respondents may respond in a way that makes them look acceptable or desirable to others (Nikolopoulou, 2022). This response bias is called social desirability bias and it may affect the validity of the results. However, although there is a possibility that this bias may have occurred for the present sample, the anonymity of responses assured at the beginning of the survey was a way to minimize this occurrence.

Regarding extraversion, this variable was measured using the items corresponding to the extraversion dimension of the Portuguese version of the Neo-FFI. Despite the original version

of this extraversion measure having adequate reliability ($\alpha=.75$), for the present sample the reliability was, although acceptable, rather low ($\alpha=.61$). This low reliability made it difficult to further explore extraversion and how it relates to job satisfaction and the other study variables. Future research could attempt to further explore the role of extraversion in relation to job satisfaction and in its relationship with telework amount.

Furthermore, the present study aimed to explore the relationship between telework amount and job satisfaction in a post-pandemic period. However, it could have been beneficial to assess the relationship between job satisfaction and telework frequency also considering the pre-pandemic and the pandemic period in order to compare differences in this relationship for different periods of time, and have a better understanding of these phenomena. Thus, future research may also consider this approach.

Because the topics studied are very complex and encompass several nuances and have different factors associated with them, perhaps future research could delve deeper into these topics for the present sample by considering a qualitative approach.

6. Conclusion

One of Pestana Hotel Group's five core values is to "Be Agile" (Most Loved Workplace, 2023). This value signifies the Group's will to face new challenges and embrace new ways of working and promoting flexibility as they strive to adapt to the constantly changing Organizational world. One of these new ways of working that has been increasingly implemented and promoted by several companies during the last few years due to the COVID-19 pandemic, is telework (Zöllner & Sulíková, 2021). Pestana Hotel Group was no exception, as they adopted telework as a way to adapt to the difficulties and continue to promote it for a majority of the employees at the shared services.

As such, to comply with its values and to "Be Agile", the Group should have a deeper understanding of how this work arrangement may relate to its employees' well-being and what could be done to improve the conditions of such arrangement.

Specifically, it is important to understand how telework could relate to job satisfaction and to delve deeper into the employees' job satisfaction as this job attitude may be related to several positive outcomes such as a better overall performance of companies (Alexander, 2020; Brunelle & Fortin, 2021; Zöllner & Sulíková, 2021; Taboroši et al., 2022). The present research contributed to this understanding as it attempts to study the relationship between teleworking amount and job satisfaction for the employees working at the shared services of Pestana Hotel Group. Overall, it could be concluded that while in the present post-pandemic period telework amount and job satisfaction are not directly related to each other, a higher amount of telework positively influences employees' work-life balance which results in higher job satisfaction, which could mean that the Group must promote work-life balance during teleworking moments in order to have a positive change in its employees' job satisfaction. Moreover, this study also found that while telework amount is an important factor that could be linked to job satisfaction, other factors such as the number of years working at the Group may have a higher influence in the present sample's job satisfaction, which should also be taken into consideration when developing and implementing new practices and procedures. Finally, our results showed that while the relationship between telework amount and job satisfaction is not direct to every employee, for the ones who have a preference for having a majority of telework, this relationship is direct, significant and positive, which may indicate that the Group could enhance

its employees' job satisfaction by allowing them to customize and adapt their remote work regimes to better match their persona preferences.

In sum, by taking the present results into consideration and continuing to take the research of the present topic further, Pestana Hotel Group may have a better alignment with its core value "Be Agile", in the aftermath of the pandemic, as well as accrue the benefits of promoting job satisfaction for its employees.

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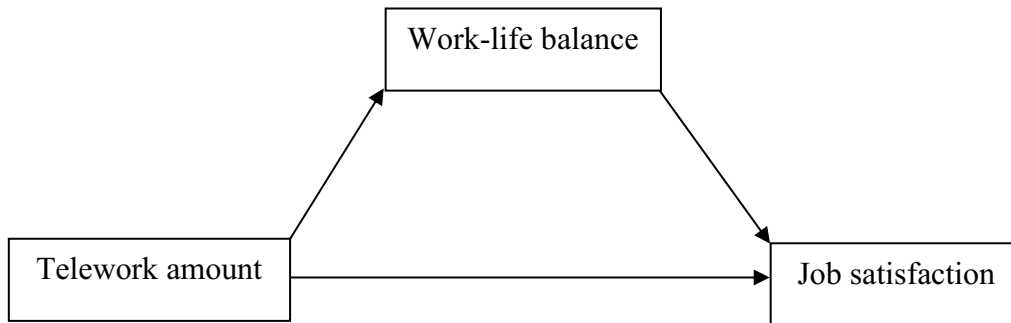
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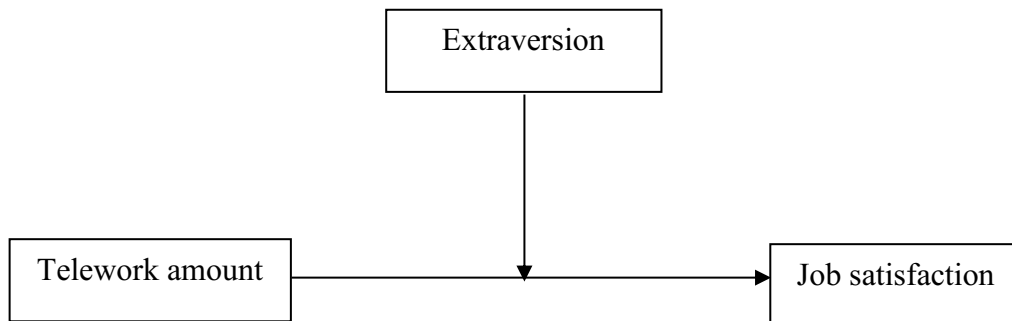
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Appendices

Appendix 1: conceptual model of mediation of work-life balance in the relationship between telework amount and job satisfaction



Appendix 2: conceptual model of moderation of extraversion in the relationship between telework amount and job satisfaction



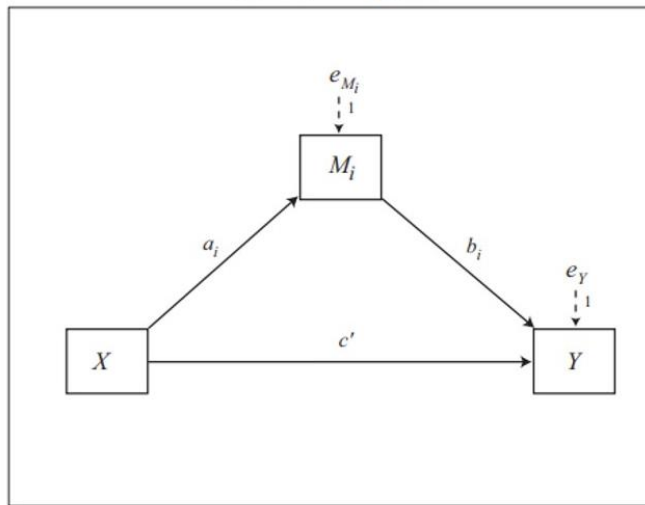
Appendix 3: Participants' sociodemographic characterization

Variables	Categories	Total sample (N=121) n(%)
Gender	Male	36 (29.8%)
	Female	84 (69.4%)
	Non-binary/Third gender	0 (0%)
	Prefer not responding	1(0.8%)
Age	Between 18 and 24 years	6 (5.0%)
	Between 25 and 34 years	44 (36.4%)
	Between 35 and 44 years	24 (19.8%)
	Between 45 and 54 years	33 (27.3%)
	Between 55 and 64 years	13 (10.7%)
	65 or older	1 (0.8%)
Marital status	Single	49 (40.5%)
	Married/ non-marital partnership	62 (51.2%)
	Divorced	8 (6.6%)
	Other	2 (1.7%)
Level of education	Primary education	0 (0%)
	Preparatory education	0 (0%)
	Up to 9th grade	0 (0%)
	High school	33 (27.3%)
	Bachelor's degree	52 (43.0%)
	Master's degree	32 (26.4%)
	Doctorate	0 (0%)
	Other	4 (3.3%)
Number of children	No children	54 (44.6%)
	1 child	26 (21.5%)
	2 children	36 (29.8%)

	3 children	5 (4.1%)
	4 or more children	0 (0%)
Number of years working at Pestana Hotel Group	Less than 1 year	18 (14.9%)
	Between 1 and 2 years	18 (14.9%)
	Between 3 and 5 years	18 (14.9%)
	Between 6 and 10 years	14 (11.6%)
	Between 11 and 20 years	17 (14.0%)
	Over 20 years	36 (29.8%)
Telework preference	Majority of remote work	47 (38.8%)
	Mixed work regime	60 (49.6%)
	Majority of work at the office	14 (11.6%)

Appendix 4: Model 4 PROCESS macro (Hayes, 2013)

Statistical Diagram



Indirect effect of X on Y through $M_i = a_i b_i$

Direct effect of X on $Y = c'$

*Model 4 allows up to 10 mediators operating in parallel