Lisbon School of Economics & Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTER'S FINAL WORK

DISSERTATION

THE IMPACT OF THE NEW WORK MODELS ON THE PERCEIVED PERFORMANCE, SATISFACTION AND WELLBEING

DAVID ANTÓNIO AUGUSTO MORAIS

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OCTOBER 2022

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"If you can see it here, and
you have the courage enough
to speak it, it will happen!" –
Conor McGregor

ABSTRACT

Today's labour market faces new challenges, not seen before, given the adaptation in response to the pandemic situation, COVID-19. One of those new practices, and perhaps the most debated and necessary, is the mobility of the workplace. Given that this practice is "here to stay" it is important to study the positive and negative impacts of such, which is still not fully explored to its maximum. This study aims to investigate the impact of the new models of working have on three important factors that contribute to the performance and overall happiness of the workers. The new models of working have a positive impact on perceived performance (H1), has well as on perceived satisfaction (H2) and on wellbeing (H3). 229 Portuguese workers participated in this study and from the results it was concluded that H1 and H2 were not corroborated, however H3 was partially corroborated, 2 out of the 3 dimensions (i.e., job efficacy and worklife balance) were in fact influenced by these new models.

KEYWORDS: New Models of Working, Perceived Performance, Perceived Satisfaction, Perceived Wellbeing, Job Efficacy and Worklife Balance.

RESUMO

O mercado de trabalho atual enfrenta novos desafios, nunca antes vistos, dada a adaptação em resposta à situação de pandémica. Foram criadas novas práticas, e talvez a mais debatida e necessária, é a mobilidade do local de trabalho. Tendo em conta que esta prática "chegou para ficar" importa estudar os impactos positivos e negativos da mesma. Este estudo tem como objetivo investigar o impacto dos novos modelos de trabalho em três fatores importantes que contribuem para a produtividade e felicidade geral dos trabalhadores. Os novos modelos de trabalho têm impacto positivo na percepção desempenho (H1), bem como na percepção de satisfação (H2) e na percepção de bem-estar (H3). 229 trabalhadores portugueses participaram neste estudo e dos seus resultados concluiu-se que H1 e H2 não foram corroborados, no entanto H3 foi parcialmente corroborado, 2 das suas 3 dimensões (e., eficácia no trabalho e equilíbrio entre vida profissional) foram de facto influenciadas por estes novos modelos.

KEYWORDS: Novos Modelos de Trabalho, Percepção de Performance, Percepção de Satisfação, Percepção de Bem-estar, Eficácia do Trabalho and Worklife Balance.

GLOSSARY

HR – Human Resources

JD-R – Job Demands-Resources

NWM – New Work Models.

WFH – Work from Home.

WLB – Worklife Balance.

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1. INTRODUCTION

In the last two years we have observed a true change in all our lives, COVID-19 forced us to adapt to a new reality that we were not yet used to. It is unrefusable that the coronavirus pandemic changed the way people work, the workplace, and even some jobs. Now there is perhaps no turning back, policymakers and business leaders need to start planning and preparing the future of workers and companies.

Before COVID-19 only a small portion of the population did work from home (WFH). In a survey conducted before the pandemic by the bureau of labour statistics, only 2% of 10.000 salaried workers had ever worked from home full-time. Most of them worked in low-skilled data entry, telesales, or higher-skilled employees (Bloom, 2020), and the highly skilled employees were typically from consulting companies, law firms, and universities (Ipsen, Veldhoven, Kirchner & Hansen, 2021).

These new paths of working, i.e., hybrid and remote working, changed the dynamic of the workplace, allowing employees to choose freely when and where to work, that may lead to distinct outcomes, typically measured through their performance – defined as the ratio between output and the values of inputs (OECD, 2001). These inputs are determined by hours of labour, consequently the lower the hours are the higher the ratio will be and more satisfied the employees will be, what carries us to the satisfaction and wellbeing of employees. Job satisfaction can be defined as the pleasurable emotional state resulting from the appraisal of one's job (Locke, 1969) that has a great influence on job performance; and wellbeing – i.e., a set of subjective human feelings deriving from the individual's perceptions of their workplaces and it is environments (Nowacki, Grabowska & Lis, 2021).

Throughout the literature review, it will be explained the changes of the workplace, the advantages, and disadvantages of WFH, exploring the importance of a fixed workplace and/or a remote workplace, some changes caused by COVID, and even how people adapted to those changes in the workplace (worklife balance). Analysing what are the necessary conditions for WFH, either for employees or the companies and exploring the best-suited models, which can differ from person-to-person.

The reason behind the choice of this theme is the pertinence of the topic, and what this reality represents to our society, helping companies better understand the new work reality. Therefore, it is relevant to investigate if the new work models (NWM) have an impact on the relationships between perceived individual performance, perceived satisfaction, and wellbeing so that enterprises can develop adaptive methodologies targeting the maximization of this new and actual form of work. This empirical study aims to analyse the impacts of the new ways of working on the perceived performance, satisfaction, and wellbeing of employees.

2. LITERATURE REVIEW

This literature review aims to clarify the concepts in the study, as well as the prior and consequent variables, the explanatory models and the variables correlated with itself, and at last, the analysis of the investigation results that associate with the constructs at hand.

2.1. New Work Models

According to Ipsen Veldhoven, Kirchner and Hansen (2021) the pandemic forced society to adapt to this new normal, the lockdown regime. In this regime we could only leave home for urgent necessities, which meant most of us adapt to working from home. Nowadays it is more acceptable and encouraged to work distantly from the office. This distance can happen in a wide spectrum of locations and divided into three main types of work: homeworking, also known as teleworking, which consists in working from home or remotely using modern technology and telecommunications to remain in touch with your company or organisation; using satellite offices which are offices of the company, that are separated from the main office; or using a customer/client location.

Nowadays companies believe that using the hybrid model will be an attractive and differentiating factor in the war for top talent attraction and retention (Berger et al., 2021). Therefore, it is important to dig into what is a hybrid model. There are 5 models of work post-pandemic: office focused (i.e., working mainly from the office); hybrid light (i.e., working one day a week from home); hybrid (i.e., working from home multiple days of the week, enduring the office as essential); hybrid remote (i.e., full flexibility); and full remote (Berger et al., 2021).

Most companies anticipated some challenges in the models, however with time they found out that those challenges were less difficult than predicted (Berger et al., 2021). This points out the importance of new training methods, the vitality of adjust training curriculums, compare different realities (between remote and in-person collaboration), physical interactions, new digital tools, and the corporate culture (Berger et al., 2021).

Throughout the years remote working has been studied under various names and has been linked to a high engaging interest by employees (Baker, Avery and Crawford, 2007). Nevertheless, according to the authors the adoption of this work regime is still low because of lack of opportunity, and/or technical support/suitable space at home, and some managerial resistance (Baker, Avery and Crawford, 2007). Typically, managers focused exclusively on results, control on site and not with a focus on worklife balance.

In 2021 Galanti, Guidetti, Mazzei, Zappala and Toscano's article considered Job Demands-Resources (JD-R), a theoretical model in the sphere of job-related health psychology, that logically states that work conditions impact the employees' wellbeing and performance. According to this model every job and occupation has its own specific job demands and resources (Galanti et al., 2021). These work conditions can be

categorized into job demands - i.e., physical, psychological, or socio-organisational aspects of the workers that may induce employees to fatigue, stress, and burnout, and job resources - i.e., aspects of work that encourage development, motivation and personal growth (Galanti et al., 2021).

Naturally, the model adapted to the characteristics of remote work. The job resources allocated to remote work were related to autonomy and self-leadership, whereas the job demands were associated with the complications of reconciling private and work obligations, the decline of the social interactions and environment in the workplace, and the struggle of creating a workstation at home (Galanti et al., 2021).

The literature states that COVID-19 forced millions of people to stay home, regardless of their age, country, or sex. This led to a collapse of the distinction between personal and work-life, arguably caused by the family-work conflict (Galanti et al., 2021). During this period employees were forced to contribute to house chores, besides routines like preparing three meals a day, assisting children, and spending quality time with the family. All have a negative effect on job performance (Galanti et al., 2021; Bloom, 2020). This exposition to social confinement increased people's levels of loneliness, which may be correlated with a decline in work satisfaction and performance.

To better understand how the WFH model works it is important to identify the advantages and disadvantages of the model. Ipsen and colleagues (2021) collected data from 29 European countries and 5.748 workers and found six main factors (i.e., are worklife balance, work efficiency, work control, home office constraints, work uncertainties and inadequate tools) for the development of WFH.

The advantages of working from home are related with increased performance levels, control of the work patterns, worklife balance, and saving of resources in commute; and reduction of stress (Beňo 2021; Ipsen et al., 2021).

According to the author the new models of working generate opportunities like employer attractiveness (Berger et al., 2021). 73% of the surveyed companies that implemented one of the five NWM saw a positive impact on talent attraction, this argument also influences on employee motivation (Berger et al., 2021). Another opportunity is to reduce and/or reuse office space and save costs, which can be allocated to worker' pay. (Berger et al., 2021). The article implies that employee benefits and employee motivation can be acknowledged through increased flexibility in the company work model (Berger et al., 2021).

On the other hand, Bloom (2020) mentions that work uncertainties, and the lack of adequate tools are the main constraints of WFH. It is additionally supported that, if done exclusively, it tends to lead to isolation, misunderstandings, increased ambiguity, and a challenge for people's worklife balance (WLB), e.g., if they do not know how to establish their boundaries and work schedule (Beňo, 2021).

Beňo (2021) also states that managers can and should motivate and support the performances of their distance workers, concerning their basic needs such as their working conditions and belongings. Unsuitable leaders may lead social detached workers from the workplace, given that interpersonal contact is vital for the stable team (Beňo, 2021).

In 2020 Castrillon wrote an article in FORBES's magazine where she affirmed that working remotely is becoming more important to the work environment and society. Bloom in 2020 also reflected on this topic and suggested that these new challenges come from external environments, such as technological, social, and educational (Castrillon, 2020, FORBES) that require more flexibility and innovation from employees. Bloom (2020) conducted a survey on 2.500 Americans who had worked full time in 2019 and observed that only 52% had maintained an efficient rate whilst working from home. Therefore, Bloom concluded that before exploring the topic of performance on the WFH, it is important to remind two things – not everyone can WFH, and not every job is designed for a full WFH model, some benefit from a real/physical workplace (Bloom, 2020).

Regarding the fact that each person has a different preference on their work model, Bloom (2020) considers that there are two main conditions: human capabilities and conditions. Usually, workers that had a higher income and or an advanced education were consequently more likely to have an easier adaptation to the necessities, due to their capacity in learning and acquiring new skills (Bloom, 2020). The concept of necessary conditions is divided into two conditions, physical space, and the ability to stay online (Bloom, 2020). It is important to understand the conditions employees have at home. For instance, if they have a room to work that is or not their bedroom (e.g., study), and if not is this a shared space. When talking about the ability to stay online it is important to stay connected all time while WFH. If the connection had failed or it was not perfect, it would have affected the employees' capabilities to WFH and therefore their performance. To overcome this struggle and promote a better and more viable internet connection, the companies should sponsor an increase in their broadband (Bloom, 2020).

A study conducted on teleworkers demonstrated that control of the work environment has a positive relationship with employees' job satisfaction (Galanti et al., 2021).

In Bloom, Liang, Roberts and Zichun's article (2014) it is concluded that WFH should be in a hybrid regime, depending on the job and its requirements (Bloom et al., 2014). WFH full-time can be challenging for three reasons: the difficulty in being creative, inspired and motivated at home (Bloom, 2020). The proposed solution is to work remotely 1-3 days a week, this way people will be less stressed, allowing them to better allocate their time and promote their efficiency. Giving them the opportunity to use the days in the office mainly for meetings, and the others to concentrate on more complex tasks (Bloom, 2020).

As stated before, teleworking must be inclusive in order to be successful, therefore it is important to remind ourselves that everyone is different (Boom et al., 2014; Bloom, 2020). Some employees may need one-day of teleworking others three, and maybe others none. Consequently, WFH should be optional, so employees could have the ability to make their own routines, and not be forced to work either full time at home or full time at the office; giving them the choice is key to promote a healthy work environment.

2.2. Perceived Individual Performance

According to Nunes (2015) individual performance is characterized by the employees' behaviours and outcomes that are directly and indirectly the base of the organizational goals. The Organisation for Economic Co-operation and Development (OECD, 2001) defines this concept as the ratio between the output and the extent of inputs; it determines how efficiently inputs are being used.

Furthermore, it can be divided into two dimensions: task or in-role performance – represented by the core work of the employee that directly affects the organisation goals; and contextual work or extra-role performance – represented by behaviours of a good citizen (Nunes, 2015).

Haynes (2007) explores seven dimensions that could measure organisational performance – effectiveness, efficiency, quality, profitability, productivity, quality of WLB and innovation.

Dixon (1980) affirms that the indexes of acceptance of an organization recognize the rigidity of the organisation to be negatively related to the performance, however the size of the organisation could change the impact of rigidity on employee performance. For example, in a small organisation supervisors would be able to use informal contact between personnel as a means for collecting information and defining problems, therefore cultivating a higher perceived performance of the employee. This environment would be less effective in a bigger organisation due to strongly centralized control. Naturally, the supervisor and the team have an impact on the perceived rigidity and performance of the employee. The greater both are the higher the performance will be. According to Nunes (2015) guaranteeing a structure that promotes teamwork will allow performance success, largely due to the knowledge, experiences exchanges and the ability to cooperate and assuring good communication. Due to this it is established that task performance depends evilly on reciprocal interactions between colleges, and that these interactions have an impact on the perceived performance, satisfaction, and wellbeing of employees.

According to Nunes (2015) high-quality performance predominantly depends on employee engagement, stating that as employees feel more engaged they have higher performance at work. It is acknowledged that the concept of engagement received an international notice in the last years, describing it as a mix of three concepts – the energy at work, the involvement in tasks and the efficiency. Almagro, Sáenz-López, Fierro-Suero

and Conde (2020) state that employers have a great influence, i.e., if they provide positive experiences this may contribute to a greater intention on employees to perform well, attempting their best to achieve individual and team objectives.

Furthermore, perceived performance is predicted by the satisfaction of the need for competence and intrinsic motivation (Almagro et al., 2020). The authors mention three basic psychological needs: competence, autonomy, and relatedness. So, if these needs are satisfied there will be an improvement in performance, inferring a reinforced relation between perceived satisfaction, wellbeing and perceived performance (Almagro et al., 2020).

2.3. Perceived Satisfaction

According to Gülnar (2007) job satisfaction is one of the most investigated topics in organizational psychology and continuing to be a central topic of interest in business. The reason for this academic interest is linked to its' correlation with life satisfaction, self-confidence, physical and psychological health, customer satisfaction, absenteeism, employee production, employee performance, and employee turnover (Gülnar, 2007).

Scholars and researchers have defined job has an enjoyable and positive emotional expression, which results from the employee's job or job experience (Gülnar, 2007). An alternative definition is a person's attitude or affective reaction that can be positive or negative toward his or her workplace (Nkereuwem, 1990). Others define it as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (He, Murrmann & Perdue, 2010; Locke, 1969). Cementing that the more satisfied an employee the more likely this person will stay on the job, which will reduce the possibility of his leaving (He et al., 2010). So, this variable could be used as a predictor of absenteeism, intention to quit and actual turnover.

In sequence, Pincus (1986) exhibited that communication satisfaction is related to both job satisfaction and productivity. These results point out that the relationship between communication satisfaction and job satisfaction was stronger than the relationship with productivity.

Abugre (2011) claims that the nature of management and supervision experienced by employees has a great impact on their job satisfaction. The argument is that employees' job satisfaction is enhanced when managers offer a supportive environment that encourages and helps them to interact and speak out. Employees' job satisfaction can be higher if their environment promotes positive feedback both vertically between superiors and employees and horizontally between workers (Emmert & Taher, 1992).

Lawler and Porter (1967) believe that job satisfaction is triggered by job performance through the provision of rewards (intrinsic and extrinsic). Berg, Dutton and Wrzesniewski (2013) pointed out that employees tend to work harder and, therefore, perform better if they believe their job is significant to the organization. Consequently, by giving

employees more responsibility/authority employers expect increases on performance and quality.

It is supported that those empowered employees were more satisfied with their jobs (He et al., 2010; Basset-Jones & Lloyd, 2005). Empowered employees have an increased sense of personal efficacy through their involvement in the decision-making and wide use of the range of skills and abilities to cope with different scenarios, increasing their job satisfaction and work performance (He et al., 2010). However, too many responsibilities might cause stress, which can carry out a negative impact on their job satisfaction (He et al., 2010; Galanti et al., 2021).

Based on the motivation theory (Basset-Jones & Lloyd, 2005) employees are motivated to perform well and are satisfied with their jobs when they are rewarded with both extrinsic and intrinsic rewards. Nevertheless, money as an extrinsic reward is not a powerful motivator; employees are more motivated if they feel a sense of achievement, autonomy, and personal growth (Basset-Jones & Lloyd, 2005). Job performance itself can provide employees with intrinsic rewards, particularly when the job itself creates a sense of responsibility and meaningfulness for the employees (Gibson, Ivancevich, Donnely & Konopaske, 2006).

The Hawthorne study was one of the primary types of research about employee motivation and job satisfaction and its results show that employees' perceptions and job satisfaction were related to job performance and organizational climate, confirming that the variables had a significant effect on employee performance (Shafritz et al., 2015).

2.4. Wellbeing

Given this adaptive response, brought by COVID-19, and the prevalent work models (Maurer, 2021), it is important to investigate the literature to provide insights to human resources and management professionals on how to improve the workers' wellbeing and, consequently, their performance, engagement satisfaction and other key variables. It is important to say that it is possible to work effectively with widespread remote or hybrid work.

This unprecedented challenge has amplified the feelings of loneliness, anxiety, job insecurity (Ouwerkerk & Bartels, 2020), and decreased the perceived wellbeing (Becker et al., 2022) and loss of work meaning (Ouwerkerk & Bartels, 2020). Wellbeing can be defined as a set of subjective human feelings deriving from the individual's perceptions of their workplaces and it is environments (Nowacki et al., 2021).

With this in mind it is clear that wellbeing is an essential and crucial psychological and ergonomic variable that may influence the sense of human functionality/satisfaction (Nowacki et al., 2021), therefore it is important for employers to create and apply strategies to improve happiness and wellness (Adams, 2019). According to the literature this concept includes three main aspects: psychological – subjective psychological

wellbeing (e.g., self-esteem, fit between competencies and job demands and perceived support from leadership); physical safety and health care; and social–social relations with peers and cooperation with colleagues and superiors (Nowacki et al., 2021).

The literature supports and links wellbeing with health and performance, in other words, healthy and fulfilled workers have a better life quality, increased performance and lower risk of contracting an illness, injury or disease (Adams, 2019). The work ecosystem can also impact individuals' mental health and stress levels.

Previously, the studies found a positive impact of flexible and voluntary remote work and wellbeing outcomes (Hartig et al., 2007). On this note Becker decided to analyse and understand the effects of systematic and continuous remote work, given that before this it was a voluntary choice, with short- and long-term consequences for booth individuals and organisations (Becker et al., 2022). This study was applied to 334 working from home workers in the USA during the first pandemic wave of COVID-19 and aimed to study the impact of variables such as job control, work-related loneliness onto emotional exhaustion and WLB and their outcomes, i.e., minor counter-productive work behaviours, depression, and insomnia. The results show that individuals who perceive greater job control experience and manifest lower exhaustion and higher WLB; and that experience greater work loneliness report greater emotional exhaustion and lower WLB.

It is relevant to mention that the prioritization of needs (e.g., basic needs, job autonomy, feeling of belongingness and social interactions) and the consequent perceived standpoints and coping mechanisms are different between individuals and, therefore, generate different responses. Having this in mind organisations can positively impact workers wellbeing, performance and other important aspects and decrease the feeling of insecurity and uncertainty (Becker et al., 2022). In that logic the one-size fits all approach does not work, the secret formula is on the alignment of HR (human resources) practitioners' abilities to help the workforce by being sensitive and attentive to the psychological effects of the non-work environment and the individuals' capabilities to handle the online given their living arrangements and the management strategy in place.

Huyghebaert-Zouaghi, T., Morin, A. J., Fernet, C., Austin, S., and Gillet, N. (2022) examined the double-edged sword of the effects of work centrality (i.e., central, or secondary role that the work/job occupies, depending on the identity and value system of the individuals) onto work engagement and family satisfaction on onsite and remote workers. The higher the level of work centrality (i.e., identification with the job and company) individuals tend to devote more time and resources into work activities rather than other roles, such as the family one.

This study contemplated 432 individuals, 152 onsite (i.e., at the workplace) and 280 online (i.e., work outside of the traditional office environment). The conclusions illustrate that work engagement can be mediated by work-family enrichment (i.e., when one domain, work, or family, appears to strengthen the other), and the relationship between

work centrality with work engagement and family satisfaction appears stronger on onsite workers when compared with remote employees. This effect can then be perceived as a double-edged sword, which can limit the positive effects.

Additionally, those who place work at a central point on their life might be more or less impacted by working remotely given that the work role assumes a different form and may become less salient outside the formal and official workplace and, consequently affect the work-life-family balance (Franken et al., 2021). Remote work implies the use of technology to communicate with colleagues.

To explore the effects of the physical rounding (e.g., living situation), familiar influences (e.g., number of children) and organisation characteristics on the concept of wellbeing the authors applied a survey to 249 remote workers from Poland during the pandemic (Nowacki et al., 2021). These authors understood that the population with greater sense of wellbeing live in an apartment and those with a lower sense have two or more up to 8 years old children.

Moreover, there seems to exist a correlation between the companies' size and the employers' sense of wellbeing. In that logic, a more complex and structured enterprise has more technical and personal resources to provide better equip and respond to the worker's needs. Ergonomic aspects also influence this variable.

Additionally, these authors decided to question about the changes of working hours and their perceived effectiveness. The data shows that 55% of the inquired respect the defined hours whereas the remaining 45% connect to work past the defined time, which can lead to a worst WLB; as for the effectiveness, most of the workers report to have maintained and increased their performance levels, especially those who work on medium and large companies.

Today's emphasis on digital transformation, artificial intelligence, machine learning may present as an additional challenge for the workers' wellbeing and health, given it can rise stress levels and job insecurity. The good aspect is that there are proven strategies and actions that can partake to minimize and ideally suppress these negative effects, like adequate paid leave, support for workers that suffer an injure or have disabilities, higher wages, promotion of higher autonomy, flexibility and control over job tasks, improvements within the enterprises structure and physical work environment, even on a WFH scenario, and access to health care and psychology support (Adams, 2019).

The nature of work is evolving and changing over time and as described above mentioned, some of these changes can impact the individuals' wellbeing. In that logic, enterprises and its managers and HR practitioners' challenge is to place the right health-promotion strategies to improve and promote employee wellbeing and foster team and individual engagement, performance, and overall effectiveness of the workplace.

3. CONCEPTUAL MODEL

The abovementioned literature review shows the empirical evidence that supports that the NWM have a positive effect on the performance of individuals, perceived satisfaction, and overall wellbeing. So, given that it seems organisations and their employees are moving forward with a more adaptive and flexible workplace this study's relevance is helping companies to better understand the outcomes this new reality of work.

In that logic, it is relevant and pertinent to investigate if the NWM have an impact on perceived individual performance, perceived satisfaction, and perceived wellbeing, so that enterprises can develop adaptive methodologies to maximise this new and actual form of work, as demonstrated by the figure 2. The NWM is an independent variable given that in entails workers who didn't worked remotely versus those who had.

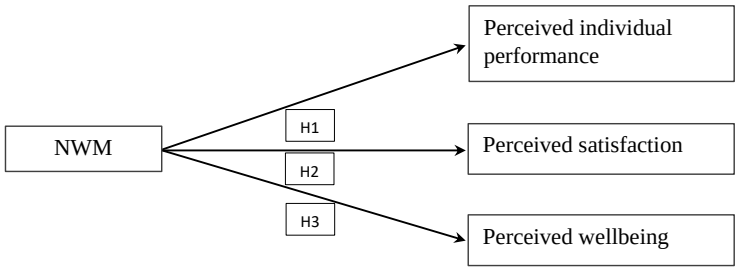

Figure 1 – Investigation Model

H1: The NWM have a positive impact on the employee's perceived individual performance

H2: The NWM have a positive impact on the employee's perceived satisfaction

H3: The NWM have a positive impact on the employee's perceived wellbeing

4. METHOD

With the purpose of analysing the presented investigation model, whose conditions are described below.

4.1 Research Design

This is an empirical study, nonexperimental, of explanatory character that aims to study the impacts of the new ways of working on the perceived performance, satisfaction, and wellbeing of employees. All the data was collected in a single moment, mostly because this is a study of cross-sectional nature.

4.2 Instruments of measure

4.2.1 New work models (NWM)

This variable was studied through the question "have you practiced teleworking in the last 6 months? Y/N".

4.2.2 Perceived individual performance

To study perceived individual performance I used Fernandes (2011) scale that is based on Palma, Lopes and Monteiro (2012), one dimension scale composed by 9 items to which 4 items were added.

So, the used scale is one dimensional, it has 13 items, and it is classified in a Likert type scale through 1 "Never" to 5 "Always".

TABLE 1 - PERCEIVED INDIVIDUAL PERFORMANCE SCALE

1. I fulfil the objectives of my role.
2. I meet the criteria to be promoted.
3. I demonstrate knowledge in all tasks related to my role.
4. I fulfil all the requirements of my role.
5. I would be able to handle responsibility beyond what is usually given to me.
6. I feel prepared to play a higher-level role.
7. I am competent in all areas of my work and perform tasks competently.
8. In general, I demonstrate good performance, performing my duties as expected.
9. I plan and organize myself in order to achieve the objectives of the function and meet the stipulated deadlines.
10. I achieve the objectives initially proposed.
11. The overall quality of the work I do is high.
12. The overall quality of the work I do is high.
13. My overall performance at work is high.

4.2.3 Perceived satisfaction

To study the perceived satisfaction I used Spector scale (1985) with 6 items classified in a Likert type scale through 1 "Totally Disagree" to 5 "Totally Agree".

TABLE 2- PERCEIVED SATISFACTION SCALE

1. I would say that I am satisfied with the work I do.
2. My performance and successes are recognized by the company.
3. It is a pleasure to work with my colleagues.
4. I feel that I am receiving fair compensation for the work I am doing.
5. Overall, considering all aspects of my work in this Organization, I am satisfied.
6. I like the people I work with.

4.2.4 Perceived wellbeing

The perceived wellbeing was measured by Grant, Wallace and Spurgeon (2013) scale. This scale has 15 items, classified using a Likert rating scale of 5 points, where (1) is Totally Disagree and (5) Totally Agree, and 3 dimensions – wellbeing, job efficacy and worklife balance. The wellbeing dimension has 3 items – "When I'm telecommuting, I have complete autonomy so that I can decide how and when to finish my work"; "When I'm telecommuting, my work is so flexible that I can easily take time off if and when I want"; and "I am allowed to adjust my teleworking hours to my needs as long as the work gets done".

The worklife balance dimension has these 7 items - "When I'm telecommuting, I often think about work-related problems outside of my working hours"; "When I'm telecommuting, I'm satisfied with the balance I get between my personal and professional life"; "Being constantly available through telecommuting is extremely tiring"; "When I'm working remotely from home, I know when to take time off work so I can rest"; "I feel that the demands of the job are much higher when I'm telecommuting"; "My social life is poorer when I'm telecommuting"; "Teleworking consumes time I would like to spend with my family/friends or on extra activities". The items 1, 3, 8, 10, 13 and 15 were inverted.

The efficiency dimension is composed by 5 items – "When I work from home, I can focus more on my tasks"; "When I'm telecommuting, I can be more effective in achieving my goals and results"; "When I'm telecommuting, even if I'm interrupted by family or other responsibilities, I still live up to my supervisor's quality expectations"; "My work performance has improved thanks to my skills to work remotely from home"; "My work/individual performance is highest when I'm telecommuting".

4.2.5 Control variables

The sociodemographic variables were controlled in data analysis with the goal of suppressing potential alternative explanations. Namely, literary abilities, seniority in the function, seniority in the organization and professional bond variables.

4.3 Reliability

The reliability was measured by the Alpha of Cronbach's coefficient. For the value to be acceptable it should be ≥ .70.

4.3.1 Perceived individual performance scale

The Alpha of Cronbach and the indices found were .89 for perceived individual performance as figured in Table 3, on which according to Marôco (2014) is good.

TABLE 3 - RELIABILITY OF THE PERCEIVED INDIVIDUAL PERFORMANCE SCALE

Scale	α	Classification
Perceived Individual Performance	.89	Good

Source: Own elaboration

4.3.2 Perceived satisfaction scale

The Alpha of Cronbach and the found indices were .8 for the perceive satisfaction as figured in Table 4, on which according to Marôco (2014) is good.

TABLE 4 - RELIABILITY OF THE PERCEIVED SATISFACTION SCALE

Scale	α	Classification
Perceived Satisfaction	.80	Good

Source: Own elaboration

4.3.3 Perceived wellbeing scale

The Alpha of Cronbach and the found indices were .69 for wellbeing, .87 for job efficacy and .79 for worklife balance, as shown in Table 5. According to Marôco (2014) wellbeing may have limited applicability, job efficacy is good and worklife balance is adequate.

TABLE 5 - RELIABILITY OF THE PERCEIVED WELLBEING SCALE

Scale	Dimension	α	Classification
Perceived Wellbeing	Wellbeing	.69	May have limited applicability
	Job Efficacy	.87	Good
	Worklife balance	.79	Adequate

Source: Own elaboration

4.4 Procedure

In order to test this design an online questionnaire was made and applied (ANNEX A) with an introductory note about the study that expresses the confidentiality agreement and the warranty of the single use of data towards academic purpose – "I invite you to participate in this study, developed within the scope of a Master's Thesis in Management, by ISEG - Lisbon School of Economics and Management of the University of Lisbon, which aims to investigate the evolution of the workplace and its impact on performance and job satisfaction. The questionnaire has an average duration of 7 minutes. Initially,

you will find some questions about the perception of performance, satisfaction, and wellbeing at work, which I ask you to answer with sincerity and spontaneity. There are no right or wrong answers. Responses will be kept completely anonymous and confidential. Next, you will find some questions about sociodemographic variables. Your collaboration is vital to the success of the study!". The questionnaire has the option to choose the language (i.e., Portuguese or English); control question ("Do you agree to participate in this questionnaire?"; the perceived individual performance scale and perceived satisfaction scale; sociodemographic variables and appreciation note.

This questionnaire is composed by the perceived individual performance scale of Fernandes (2011), and adaptation of the original scale by Palma, Lopes and Monteiro (2012) with the addition of 4 questions; the perceived satisfaction scale by Spector (1985); the perceived wellbeing at remote working scale of Grant, Wallace and Spurgeon (2013); and, finally, the sociodemographic questions.

After its construction, the questionnaire was applied to Portuguese workers through online contact. The data was recovered, treated, and analysed by IBM SPSS Statistics (v27, SPSS an IBM Company Chicago, IL) and the variables were coded.

The variable academic qualifications was coded with "1" for "high school or less", "2" for "undergraduate program", "3" for "masters", "4" for "postgraduate studies", "5" for "doctorate" and "6" for other. The professional relation was also coded with "1" for "professional internship", "2" for "indefinite term contract", "3" for "fixed-term contract", and "4" for "no-term contract (effective)". Both the seniority on the job and on the company were coded as follow: "1" for "less than a year", "2" for "between 1 and 3 years", "3" for "between 3 and 5 years", "4" for "between 5 and 10 years", and "5" and "more than 10 years". The option "non leadership position" was coded with "1" and "leadership position" with "2". Regarding working from home practice, the employees who "had not practice telework in the last 6 months" answers were coded with "1" and the employees who "had practice telework in the last 6 months" with "2"; the percentage of this practice was after coded with "1" is for "0-25%", "2" for "26-50%", "3" for "51-75%", and "4" to "76-100%". For the work regime "1" is for "face-to-face", "2" for "hybrid" and "3" for "100% remote". As far as teleworking space "1" was coded for "at home", "2" for "co-working space", and "3" for "other"; having a personal telework space in the house was coded with "1" and not having it with "2". The possibility to choose the regime to adopt was coded with "1" for "100% face-to-face", "2" for "hybrid" and "3" for 100% "telecommuting".

4.5 Participants

The study sample is composed by 229 Portuguese workers. The sample was collected from February 25th to July 25th.

The sampling process is non probabilistic, of convenience and intentional like snowball. In this study 229 individuals participated voluntarily, and all were considered

in subsequent statistical analysis, given they responded positively to the control question ("Do you agree to participate in this questionnaire?". As shown below, the sample is heterogeneous.

The individuals' ages are between 21 and 65 with an average of 41.28 years and a standard deviation of 12.03 years; 148 are women (64.4%) and 77 are men (33.6%). Regarding literary abilities 37 participants have high school or less (16.2%), 111 participants have an under graduated program (48.5%), 43 participants have a master (18.8%), 37 participants have postgraduate studies (16.2%), and 1 as a doctorate (.4%). The prof20 participants have a professional internship (8.7%), 14 indefinite term contract (6.1%), 24 fixed-term contract (10.5%) and 171 no-term contract (74.7%).

TABLE 6 - SOCIODEMOGRAPHIC VARIABLES

	Minimum	**Maximum**	**Median**	**Standard Deviation**
Age	21	65	41.28	12.03

Source: Own elaboration

TABLE 7 - CONTINUED SOCIODEMOGRAPHIC VARIABLES

		Frequency	**Percentage (%)**
Gender	Female	148	64.6%
	Male	77	33.6%
	Rather not say	4	1.7%
Literary abilities	Highschool or less	37	16.2%
	Undergraduate program	111	48.5%
	Masters	43	18.8%
	Postgraduate studies	37	16.2%
	Doctorate	1	.4%
Professional bond	Professional Internship	20	8.7%
	Indefinite term contract	14	6.1%
	Fixed-term contract	24	10.5%
	No-term contract (effective)	171	74.7%
Seniority in the function	Less than a year	43	18.8%
	Between 1 and 3 years	33	14.4%
	Between 3 and 5 years	13	5.7%
	Between 5 and 10 years	23	10%
	More than 10 years	117	51.1%
Seniority in the organisation	Less than a year	48	21%
	Between 1 and 3 years	30	13.1%
	Between 3 and 5 years	17	7.4%
	Between 5 and 10 years	20	8.7%
	More than 10 years	114	49.8%

Source: Own elaboration

5. RESULTS

Initially the analysis of the metric qualities of the scales was carried out and, afterwards, tested the abovementioned hypothesis.

5.1 Comparison of averages

With the objective of suppressing potential alternative explanations, it was analysed the effect of the sociodemographic variables in the studied variables, that is, making the comparison between the averages using the T-Student test for the dichotomic nominal variables "leadership role" and "own space for remote work at home" (i.e., Yes vs No) and the Variance Analysis Test (ANOVA One Way) for ordinal variables as levels of studying, professional bond, longevity in the role, space for remote work, and amount of children at home. Whenever the null hypothesis (H0) was rejected, that is, whenever significant differences were found between at least two groups, the Tukey HSD post hoc test was performed to determine which groups differ from each other. This test was selected due to its robustness towards the violation of the assumptions of normality and homogeneity of variances and its suitability for large samples (Marôco, 2014). The continuous quantitative variable age was included in the correlation table.

5.1.1 Control variables

According to the table below, it is possible to affirm the existence of significative effects of the control variable leadership role. The variable worklife balance ($T(226) = 2.21$; $p < \alpha$) is the only variable on which this factor can be seen. The variables perceived performance ($T(226) = -1.8$; $p > \alpha$), perceived satisfaction ($T(226) = -2.1$; $p > \alpha$), wellbeing ($T(226) = .43$; $p > \alpha$), job efficacy ($T(226) = 1.4$; $p > \alpha$) do not show any significative effects. Therefore, there is only a difference in the perception of worklife balance between having a leadership role and not having one.

TABLE 8 - T-TEST FOR THE CONTROL VARIABLE LEADERSHIP ROLE

Variables	**T-student test**			**Mean Difference**	**Std. Error Difference**
	T	**gl**	***Sig.***		
Worklife balance	2.21	226	<.001	.26	.11
Perceived Performance	-1.82	226	.12	-.13	.69
Perceived Satisfaction	-2.11	226	.43	-.17	.08
Wellbeing	.43	226	.95	.06	.14
Job Efficacy	1.37	226	.06	.17	.13

Note: *$p < .05$; ** $p < .01$; ***$p < .001$
Source: Own elaboration

According to the table below, it is only possible to affirm the existence of non-significative effects of the control variable own space for remote work at home. The variables worklife balance (T (226) = 1.02; p > α), perceived performance (T (226) = -.07; p > α), perceived satisfaction (T (226) = 1.24; p > α), wellbeing (T (226) = 2.35; p > α), job efficacy (T (226) = 3.70; p > α) do not show any significative effects. Therefore, there are no differences in the perception of worklife balance, perceived performance, perceived satisfaction, wellbeing and job efficacy between having an own space and not having it.

TABLE 9 - F-TEST FOR THE CONTROL VARIABLE OWN SPACE FOR REMOTE WORK AT HOME

Variables	**T-student test**			**Mean Difference**	**Std. Error Difference**
	T	**gl**	***Sig.***		
Worklife balance	1.02	226	.91	.11	.10
Perceived Performance	-.07	226	.29	.00	.06
Perceived Satisfaction	1.24	226	.5	.09	.07
Wellbeing	2.35	226	.58	.28	.12
Job Efficacy	3.70	226	.29	.40	.11

Note: *$p < .05$; ** $p < .01$; ***$p < .001$
Source: Own elaboration

According to the table below it is possible to verify the existence of two main effects of the control variable academic qualifications, on the variability of the perceived performance (F (2, 225)) = 3.36; p = .01 < α = .05), and on the variable academic qualifications, on the variability of the job efficacy (F (2, 225)) = 2.74; p = .03 < α = .05. However, it was not possible to view the impact on the academic qualifications' variables due to the incapability to calculate post hoc tests.

TABLE 10 - ANOVA ONE WAY AND TUKEY HSD TEST FOR CONTROL VARIABLE ACADEMIC qualifications

Variables	**ANOVA *One Way***	
	F	***Sig.***
Perceived Performance	3.36*	.01
Job Efficacy	2.74*	.03

Note: *p < .05; ** p < .01; ***p < .001
Source: Own elaboration

Analysing Table 11, it is possible to verify the existence of a main effect of the control variable professional bond, on the variability of the perceived performance (F (2, 225)) = 8.31; p <.001 < α = .05), where the variable internship differed significantly from the no-term contract, fixed-term contract, and Indefinite term contract because these presented lower values of perceived performance.

TABLE 11 - ANOVA ONE WAY AND TUKEY HSD TEST FOR CONTROL VARIABLE PROFESSIONAL BOND

Variables	**ANOVA *One Way***		**Variable Prof Bond A**	**Variable Prof Bond B**	***Tukey* HSD**	
	F	***Sig.***			**Dif. A - B**	***Sig***
Perceived Performance	8.31***	<.001	Internship	No-Term Contract	- .50	<.001***
				Fixed-Term Contract	-.38	.019**
				Indefinite Term Contract	-.53	<.003**

Note: *p < .05; ** p < .01; ***p < .001
Source: Own elaboration

Analyzing the Table 12, it is possible to verify the existence of two main effects of the control variable seniority, on the variability of the perceived performance (F (2, 225)) = 10.77; p <.001 < α = .05), where the variable less than 1 year differed significantly from the variables between 1-3 years, between 3-5 years, between 5-10 years and more than 10 years because these employees presented lower values of perceived performance. The second main effect on the variable seniority at the job was on the variability of the worklife balance (F (2, 225)) = 3.02; p = .02 < α = .05) where the variable less than 1 year differed significantly from the variable more than 10 years because these employees presented lower value of wellbeing.

TABLE 12 - ANOVA ONE WAY AND TUKEY HSD TEST FOR THE CONTROL VARIABLE SENIORITY AT THE JOB

Variables	ANOVA *One Way*		Variable Sen. Job A	Variable Sen. Job B	*Tukey* HSD	
	F	*Sig.*			Dif. A - B	*Sig*
Perceived Performance	10.77***	<.001	Less than 1 year	Between 1-3 years	- .43	<.001***
				Between 3-5 years	-.42	.012**
				Between 5-10 years	-.48	.<.001***
				More than 10 years	-.46	<.001***
Worklife balance	3.02**	.02	Less than 1 year	More than 10 years	-.37	.039

Note: *$p < .05$; ** $p < .01$; ***$p < .001$
Source: Own elaboration

From the ordinal variables of the average comparison there are three, which do not have any significant main effects, those variables are: regime, teleworking place, and kids

5.2 Descriptive statistics of the variables in study

In order to comprehend the position of the subjects' answers to the variables in question, an explanatory analysis of the scales was conducted.

The perceived performance (MD = 4.28; SD = .44) is located above the central point (i.e., 3), which indicates that participants have a good perception of their performance; the same occurs for perceived satisfaction (MD = 3.79; DP = .50), wellbeing (MD = 3.37; DP = .85) and job efficacy (MD = 3.15; DP = .74). The worklife balance dimension (MD = 3.15; SD = .74) is slightly above the central point, which suggests that employees have a good perception of the variable (Table 13).

TABLE 13 - DESCRIPTIVE STATISTICS OF THE VARIABLES STUDIED

	Minimum	Maximum	Average	Standard Deviation
Perceived Performance	2.85	5.00	4.28	.44
Perceived Satisfaction	2.30	5.00	3.79	.50
Wellbeing	1.00	5.00	3.37	.85
Job Efficacy	1.20	5.00	3.66	.79
Worklife balance	1.29	5.00	3.15	.74

Source: Own elaboration

5.3 Correlations

In order to identify and interpret the correlations between the dimensions of the scales, an analysis of Pearson's correlations was performed (Table 14), an index that varies between] -1, 1 [(Marôco, 2014). If the coefficient is positive, there is a positive correlation, i.e., one variable increases when the other increases; instead, if the correlation is negative, one variable increases as the other decreases. When the Pearson coefficient is null, there is no correlation between the variables; when it is less than .25 the association is weak; when it is in the range between .25 and .50 it is considered moderate; when it is positioned between .50 and .75 it is strong; and when it is higher than .75 it is very strong (Marôco, 2014).

Through the interpretation of Table 14, the perception of performance has a moderate and positive correlation with the professional bond ($p = .26$; $p < .001$), i.e., the greater the perception of performance, the better the professional bond; and a moderate and positive relationship with seniority in the role ($p = .33$; $p < .001$), which suggests that workers with greater perception of performance have greater seniority in the role.

Perceived satisfaction has a positive and weak relationship ($p = .14$; $p < .05$) with the leadership role, which means that employees with the highest perception of satisfaction have a leadership role; and, finally, a positive and moderate relationship with perceived performance ($p = .31$; $p < .001$), that is, the greater the satisfaction with the job, the greater the perceived performance.

The wellbeing dimension has two moderate and positive correlations with the percentage of remote work performed ($p = .28$; $p < .001$), i.e., the greater the perception of wellbeing, the greater the percentage of work performed remotely; and with the perception of satisfaction ($p = .26$; $p < .001$), which suggests that individuals with greater wellbeing perceive greater satisfaction in their role.

The variable job efficacy has a weak and positive relationship ($p = .17$; $p < .05$) with academic qualifications, which means that the greater the perception of effectiveness at work, the higher the academic level of the workers. This dimension also has three moderate and positive correlations with - the percentage of work performed remotely ($p = .27$; $p < .001$), i.e., individuals with a greater perception of effectiveness at work perform a greater percentage of remote work; perceived performance ($p = .30$; $p < .001$), participants with a higher perception of work effectiveness feel higher performance; and wellbeing ($p = .49$; $p < .001$), which indicates that the greater the effectiveness at work, the greater the wellbeing of the individuals.

The worklife balance has two weak and negative correlations with seniority ($p = -.22$; $p < .001$), so the lower the perception of wellbeing, the greater the seniority in the role; and with the leadership role ($p = -.15$; $p < .05$), i.e., subjects with lower wellbeing perform

leadership roles in the company. The worklife balance dimension also has two moderate and positive correlations with the perception of wellbeing (p = .25; p < .001) and job efficacy (p = .28; p < .001). In this way, the greater the perception of worklife balance, the greater the perceptions of wellbeing and job efficacy.

TABLE 14 - CORRELATIONS BETWEEN THE CONTROL VARIABLES AND THE VARIABLES STUDIED

	1	2	3	4	5	6	7	8	9	10
1. Acad. Qualifications	1									
2. Professional Bond	-,095	1								
3. Seniority in function	-,104	.475***	1							
4. Leadership role	,126	,162*	,217***	1						
5. % of remote work	-,011	,199**	,057	-,102	1					
6. Perceived Performance	,079	,264***	,325***	,120	,033	1				
7. Perceived Satisfaction	-,024	,054	,130	,139*	-,021	,313***	1			
8. Wellbeing	,116	,038	-,027	-,029	,275***	,109	,256***	1		
9. Job Efficacy	,168*	,081	-,007	-,091	,271***	,303***	,103	,486***	1	
10. Worklife balance	,037	-,091	-,219***	-,145*	,083	-,048	,049	,250***	,279***	1

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

Source: Own elaboration

5.4 Hypothesis tests

In order to test the hypothesis ANOVA analyses were carried out to test the differences between the variables – perceived satisfaction, performance and wellbeing.

5.4.1 Hypothesis 1 – NWM have a significant and positive effect on the employee's perceived individual performance

5.4.2 Hypothesis 2 – NWM have a positive effect on the employee's perceived satisfaction

5.4.3 Hypothesis 3 – NWM have a positive effect on the employee's perceived wellbeing

Analysing the Table 15 it is possible to verify the existence of two main effects of the variable New Work Models. Firstly, on the job efficacy ($F(1,226)) = 12.06$; $p < .001 < \alpha < .001$). The second main effect on the variable NWM is on the variability of the worklife balance ($F(1,226)) = 4.37$; $p = .04 < \alpha = .05$).

TABLE 15 - ANOVA ONE WAY FOR THE NWM

Variables	ANOVA *One Way*	
	F	***Sig.***
Perceived Performance	.722	.396
Perceived Satisfaction	.272	.603
Wellbeing	1.86	.174
Job Efficacy	12.06***	< .001
Worklife Balance	4.37*	.04

Note: *$p < .05$; ** $p < .01$; ***$p < .001$
Source: Own elaboration

To better understand these effects two other ANOVA analyses were done. This time regarding the % of teleworking. The results show that for wellbeing ($F(2, 225)) = 9.85$; $p <.001 < \alpha = .05$) the 0-25% differed significantly from the 26-50%, 51-75% and 76-100% because these employees presented lower values of wellbeing. Regarding job efficacy the data shows the 0-25% differed significantly from the variables 26-50%, 51-75% and 76-100% ($F(2, 225)) = 6.41$; $p <.001 < \alpha = .05$) because these employees presented lower value of job efficacy.

TABLE 16 - ANOVA ONE WAY AND TUKEY HSD TEST ON THE % OF TELEWORKING

Variables	ANOVA *One Way*		Variable % teleworking A	Variable % teleworking B	*Tukey* HSD	
	F	***Sig.***			**Dif. A - B**	***Sig***
Wellbeing	9.85***	<.001	0-25%	26-50%	- 1.03	<.001***
				51-75%	-.86	<.001***
				76-100%	-1.07	<.001***
Job Efficacy	6. 41***	<.001	0-25%	26-50%	-.60	.038**
				51-75%	-.64	.012**
				76-100%	-.82	<.001***

Note: *p < .05; ** p < .01; ***p < .001
Source: Own elaboration

The third and last ANOVA analysis regards work regime (i.e., face to face, hybrid and 100% remote). For the variable worklife balance (F (2, 225)) = 7.65; p <.001 < α = .05) the 100% remote work differed significantly from hybrid and face to face work regime, because these employees presented higher values of worklife balance. On the second main effect on the job efficacy (F (2, 225)) = 16.91; p <.001 < α = .05) the 100% remote differed significantly from the hybrid and face to face because these employees presented higher value of job efficacy.

TABLE 17- ANOVA ONE WAY AND TUKEY HSD TEST FOR WORK REGIME

Variables	**ANOVA *One Way***		**Variable Pref. Work Model A**	**Variable Pref. Work Model B**	***Tukey* HSD**	
	F	***Sig.***			**Dif. A - B**	***Sig***
Worklife Balance	7.65***	<.001	100% remote	Face to face	.68	<.001***
				Hybrid	.41	007**
Job Efficacy	16.91***	<.001	100% remote	Face to face	1.07	<.001***
				Hybrid	.54	<.001***

Note: *p < .05; ** p < .01; ***p < .001
Source: Own elaboration

6. DISCUSSION & CONCLUSIONS

The pandemic brought new characteristics to the way of working, and to the perception of people, nowadays employees tend to focus more on subjects like job satisfaction and wellbeing. This transition to a more flexible and future-oriented work environment means that employees need to feel validated and empowered. The perception of worklife balance as also became one of the more important traits for the active population, since a significant proportion of the global workforce is unable to work remotely it was important to study the impact of the new ways of working.

This research aimed to identify the impacts of the new ways of working on the perceived performance, satisfaction, and wellbeing of the employees. Based on the quantitative analysis of the thesis, it can be concluded that the new ways of working have impact on the employees perceived job efficacy and worklife balance. These variables when compared with the variable preferable work model shown a clear preference for the work model full remote, represented through higher values of job efficacy and worklife

balance. The percentage of teleworking performed by the employees had a direct impact on the values of wellbeing and job efficacy, though the comparison of averages it is possible to affirm that people with the lower percentages of teleworking have significant lower values of wellbeing and job efficacy.

The quantitative analysis also showed the positive impact that having a leadership role has on the worklife balance of the employee, linking this with the fact that employees with more than 10 years also have more worklife balance than employees with less than 1 year. The seniority on the job also indicated that the ones with less than 1 year in their role have lower values of perceived performance compared to the rest.

The results indicate that working from home can impact positively the employee's life. Nevertheless, the study failed on the justification of the impacts that NWM have on the perceived performance and satisfaction of the employees. The reason behind the rejection of the two hypotheses may be justified by the possibility of biased answers and the age of the respondents. The average age of the respondents was 41 years and 5 months, it is important to mention that one of the principal demerits of the arithmetic mean is the sensitive to the extreme values. Due to this information, it is possible to affirm that most respondents were from an older generation, yet there was also a representative group of respondents from a new generation. This generation gap might also influence the rejection of the hypothesis. Since a question was used instead of a scale, this may also be a limitation of the study, therefore it is important to apply a scale for the same variable (NWM) in future studies.

Perceived performance is mainly focused on the goals traced by the team and company, if the communication is not aligned some problems may arise which will impact the performance and perception of the employee. Other reason that may influence is the difficulty of understanding the quality of performance, this may change from sector to sector, but it is a reality. As stated before, new employees who teleworked had also larger difficulties regarding their perceived performance, assuming that the older generation has more difficulties working from home, and that the younger generation who is more comfortable teleworking is new in their current jobs, the lack of communication from teleworking will have an impact on the results, biasing this hypothesis. Perceived satisfaction is generally focused on the validation and fulfilment of employees. This variable may have failed due to the lack of feedback and support. Even though working from home brings a lot of positives, this may not be interpreted by the employees. The lack of communication and interaction with leaders jointly with the more responsibility may increase the levels of stress, autonomy is important but too much autonomy can be daunting. The lack of engagement caused by the detachment may lead to the reduction of the energetic levels, with this the levels of perceived satisfaction decrease jointly with the perceived performance.

With that and as explained before, two of the three variables of perceived wellbeing corroborate in fact with the thesis, this means that the third hypothesis is almost fully corroborated. Employees may possibly assume that NWM and working remotely impacts positively their worklife balance and job efficacy, the base of this assumption may be the less time spent on traveling and on additional flexibility. Wellbeing is heavily reliant on mental and psychological health, telework can help by increasing the schedule flexibility, allowing the employees to control their schedule, reducing the level of stress, allowing higher levels of self-validation and empowerment, and promoting greater worklife balance.

To conclude this study and to guarantee better results and supplementary significant impacts, it is important to state that the work models are not a finished product. Promoting changes may have an impact on the job satisfaction of workers, which will influence their performance. I find it interesting to add that this study demonstrates the importance to invest in and promote flexible work, as it is valued by role models and promotes collaborative work and wellbeing and, as such, suppresses the negative feelings that can demonstrate a job search behaviour and/or turnover. As things stan by and due to the rejection of the two first hypothesis we are not able to confirm a disparity on the perception of performance and satisfaction between teleworking and presential working. In a conclusive note, it is expected that the changes in the work models, derived from the response to the COVID-19 pandemic situation, together with the labour market constraints, will influence the attraction and retention of employees in companies. Consequently, it is up to human resources, team managers and employers to constantly reinvent themselves in order to find alternatives that can suppress the negative effects and enhance the positive outcomes. This study aims to contribute to a better understanding of this phenomenon.

6.1 Future Studies

With the goal to surpass the abovementioned limitations it would be interesting to replicate the study using a questionnaire with a more restricted number of questions.

Furthermore, the results show the importance of analysing the possible generational effect (e.g., Baby Boomers, Generation X, Generation Y and Generation Z) and possibly even test if it has a moderating effect upon the relationship between NWM and the perception of performance, satisfaction, and wellbeing.

It would also be relevant to conduct a study analysing the possible effect that the industry/field of work might have.

In addition, it would be pertinent to explore the effect of positions of leadership has on the hypotheses models and test if it could also be a mediator or moderator.

Moreover, it would be noteworthy to apply a scale to the variable NWM and explore other variables to complement the conceptual model.

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ANNEX
ANNEX A – Questionnaire

Questionnaire on productivity and well-being in telework

I invite you to participate in this study, developed within the scope of a Master's Thesis in Management, by ISEG - Lisbon School of Economics and Management of the University of Lisbon, which aims to investigate the evolution of the workplace and its impact on productivity and job satisfaction.

The questionnaire has an average duration of 7 minutes. Initially, you will find some questions about the perception of performance, satisfaction and well-being at work, which I ask you to answer with sincerity and spontaneity. There are no right or wrong answers. Responses will be kept completely anonymous and confidential. Next, you will find some questions about sociodemographic variables.

Your collaboration is vital to the success of the study!
In this section you will find some statements regarding your individual performance perception, to which I ask you to select the frequency with which you perform these behaviours according to the response scale.

Never	Few Times	Sometimes	Frequently	Always
1	2	3	4	5

	1	2	3	4	5
I fulfill the objectives of my role.					
I meet the criteria to be promoted.					
I demonstrate knowledge in all tasks related to my role.					
I fulfill all the requirements of my role.					
I would be able to handle responsibility beyond what is usually given to me.					
I feel prepared to play a higher-level role.					
I am competent in all areas of my work and perform tasks competently.					
In general, I demonstrate good performance, performing my duties as expected.					
I plan and organize myself in order to achieve the objectives of the function and meet the stipulated deadlines.					
I achieve the objectives initially proposed.					
The overall amount of work I do is high.					
The overall quality of the work I do is high.					
My overall performance at work is high.					

Next, you will find some statements regarding your considerations regarding your perception of satisfaction. I ask, again, that you select the option that best fits you on the appropriate response scale.

Strongly Disagree	Disagree	Do Not Agree nor Disagree	Agree	Totally Agree
1	2	3	4	5

	1	2	3	4	5
I would say that I am satisfied with the work I do.					
In my work, I feel full of energy.					
My performance and successes are recognized by the company.					
It is a pleasure to work with my colleagues.					
I feel that I am receiving fair compensation for the work I am doing.					
Overall, considering all aspects of my work in this Organization, I am satisfied.					
I like the people I work with.					
I feel involved in the work I do.					
I set specific goals for my performance.					
When I do a task successfully, I like to present myself with something that I particularly like.					

In this section you will find some statements regarding your considerations regarding wellbeing in telework. I ask, again, that you select the option that best fits you on the appropriate response scale.

Strongly Disagree	Disagree	Do Not Agree Nor Disagree	Agree	Totally Agree
1	2	3	4	5

	1	2	3	4	5
When I'm telecommuting, I often think about work-related problems outside of my working hours.					
When I'm telecommuting, I'm satisfied with the balance I get between my personal and professional life.					
Being constantly available through telecommuting is extremely tiring.					
When I work from home, I can focus more on my tasks.					
When I'm telecommuting, I have complete autonomy so that I can decide how and when to finish my work.					
When I'm telecommuting, I can be more effective in achieving my goals and results.					
When I'm telecommuting, even if I'm interrupted by family or other responsibilities, I still live up to my supervisor's quality expectations.					
When I'm working remotely from home, I know when to take time off work so I can rest.					
When I'm telecommuting, my work is so flexible that I can easily take time off if and when I want.					
I feel that the demands of the job are much higher when I'm telecommuting.					
My work performance has improved thanks to my skills to work remotely from home.					
I am allowed to adjust my teleworking hours to my needs as long as the work gets done.					

My social life is poorer when I'm telecommuting.					
My productivity is highest when I'm telecommuting.					
Teleworking consumes time I would like to spend with my family/friends or on extra activities.					

Sociodemographic questions

Finally, I ask you to answer some questions regarding sociodemographic variables. As mentioned, all data will be kept anonymous and confidential, and you will not be asked to identify yourself.

Age:_____

Gender: Women

Male

Non-Binary

Rather not say

Studies: Highschool or Less

Undergraduate Program

Masters

Postgraduate Studies

Doctorate

Other

If you chose the "Other" option, which one? _____

Professional Bond:

No-Term Contract

Fixed-Term Contract

Indefinite Term Contract

Professional Internship

Sector of activity:

Public Administration

Bank

Consulting

Energy

Real-Estate

Health

Telecommunications

Other

If you chose the "Other" option, which one? _____

How long have you been in your role?

- Less than a year
- Between 1 and 3 years
- Between 3 and 5 years
- Between 5 and 10 years
- More than 10 years

How long have you been in the organization?

- Less than a year
- Between 1 and 3 years
- Between 3 and 5 years
- Between 5 and 10 years
- More than 10 years

Do you display a leadership role?

- Yes
- No

In the last 6 months did you telework?

- Yes
- No

If yes, what percentage of telework has been carried out?

- 0-25%
- 26-50%
- 51-75%
- 76-100%

And, in which regime?

- 100% remote
- Hybrid (face-to-face and telecommuting)
- Face-to-face

When telecommuting, you usually work at:

- Home
- Co-working space
- Other

Do you have your own space for remote work at home?

Yes

No

How many children do you have at home?

0

1

2

3 or more

Based on your perception, say to what extent you think teleworking has a better or worse effect than face-to-face work in the following aspects:

Much Worse	Worst	The Same	Better	Much Better
1	2	3	4	5

	1	2	3	4	5
Life quality					
Time management					
Concentration on tasks					
Balance between personal, family and professional life					
Flexibility					
Sociability					
Interaction with colleagues					
Management support					
Fulfilment of objectives					

Faced with face-to-face work, when teleworking, you feel like you work?

Much less

Less

The same

More

Much more

If you could choose, which work regime would you prefer?

100% remote

Hybrid (face-to-face and telecommuting)

Face-to-face

If you chose the hybrid model, which option would you choose?

1 day a week in telecommuting

2 day a week in telecommuting

3 day a week in telecommuting

4 day a week in telecommuting

1 week in telecommuting 1 week face-to-face

2 weeks in telecommuting 1 week face-to-face

Thanks!

Thank you for your cooperation! Additional information about this study can be obtained from david.morais11@aln.iseg.ulisboa.pt

ANNEX B – Descriptive Statistics

Age

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Idade	229	21	65	41.28	12.034
Valid N (listwise)	229				

Gender

Género

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Feminino	148	64.6	64.6	64.6
	Masculino	77	33.6	33.6	98.3
	Prefiro não dizer	4	1.7	1.7	100.0
	Total	229	100.0	100.0	

Academic Level

Habilitações literárias

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doutoramento	1	.4	.4	.4
	Inferior ou Igual ao 12º Ano	37	16.2	16.2	16.6
	Licenciatura	111	48.5	48.5	65.1
	Mestrado	43	18.8	18.8	83.8
	Pós-Graduação	37	16.2	16.2	100.0
	Total	229	100.0	100.0	

Professional Bond

Vínculo Profissional

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contrato a Termo Certo	24	10.5	10.5	10.5
	Contrato a Termo Incerto	14	6.1	6.1	16.6
	Contrato Sem Termo (efetivo)	171	74.7	74.7	91.3
	Estágio Profissional	20	8.7	8.7	100.0
	Total	229	100.0	100.0	

Seniority at the job

Há quanto tempo exerce a sua função?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entre 1 e 3 anos	33	14.4	14.4	14.4
	Entre 3 e 5 anos	13	5.7	5.7	20.1
	Entre 5 e 10 anos	23	10.0	10.0	30.1
	Mais de 10 anos	117	51.1	51.1	81.2
	Menos de 1 ano	43	18.8	18.8	100.0
	Total	229	100.0	100.0	

ANNEX C – Scales Reliability

Perceived individual performance scale

Reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.877	.885	13

Item-Total Statistics

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1	PP	51.1009	29.615	.494	.383	.871
2	PP	51.5088	27.537	.553	.369	.869
3	PP	51.3816	27.885	.670	.525	.862
4	PP	51.2544	28.464	.586	.417	.867
5	PP	51.7500	26.188	.650	.632	.863
6	PP	51.9123	25.490	.592	.624	.870
7	PP	51.2982	29.135	.525	.341	.870
8	PP	51.1842	29.261	.591	.500	.868
9	PP	51.1579	29.305	.500	.433	.871
10	PP	51.2588	29.558	.495	.335	.871
11	PP	51.5395	28.672	.432	.341	.876
12	PP	51.4123	28.296	.609	.522	.865
13	PP	51.3991	28.135	.702	.625	.862

Perceived satisfaction scale
Reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.775	.797	10

Item-Total Statistics

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1	PS	33.7412	20.069	.587	.530	.738
2	PS	34.1667	19.576	.608	.503	.734
3	PS	34.3333	19.377	.536	.390	.742
4	PS	33.6754	21.286	.478	.380	.753
5	PS	34.8772	20.258	.338	.413	.775
6	PS	34.2544	19.230	.636	.526	.729
7	PS	33.5921	21.309	.446	.369	.756
8	PS	33.6886	20.392	.598	.542	.739
9	PS	33.6798	22.263	.299	.280	.772
10	PS	34.6491	22.343	.117	.071	.809

Perceived wellbeing scale
Reliability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.685	.689	3

Item-Total Statistics

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
5	PWB	6.4035	3.158	.559	.330	.512

9	PWB	7.3991	3.351	.431	.188	.686
12	PWB	6.3904	3.552	.517	.296	.575

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.870	.865	5

Item-Total Statistics

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
4	PWB	14.6447	9.613	.759	.616	.825
6	PWB	14.6842	9.389	.825	.699	.807
7	PWB	14.0702	12.444	.467	.252	.889
11	PWB	14.9693	10.567	.673	.495	.847
14	PWB	14.8246	9.978	.753	.625	.827

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.787	7

Item-Total Statistics

		Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V	PWB1 IN	19.5482	20.980	.455	.251	.771
	PWB2	18.1974	20.520	.501	.354	.762
V	PWB3 IN	19.4386	19.921	.576	.352	.748
NV	PWB10_I	18.9912	21.427	.418	.210	.777
NV	PWB13 I	19.1360	19.774	.488	.279	.766
NV	PWB15 I	18.7763	18.633	.671	.456	.727

PWB8	18.2807	20.661	.488	.338	.764

ANNEX D – Effect of the sociodemographic variables on the variables at study

Leadership position

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Perceived_Performance	Equal variances assumed	2.409	.122	-1.821	226	.070	-.12693	.06971	-.26429	.01043
	Equal variances not assumed			-2.046	98.307	.043	-.12693	.06205	-.25005	-.00380
Perceived_Satisfaction	Equal variances assumed	.620	.432	-2.109	226	.036	-.16570	.07859	-.32056	-.01084
	Equal variances not assumed			-2.210	87.116	.030	-.16570	.07496	-.31470	-.01671
Wellbeing	Equal variances assumed	.003	.953	.430	226	.668	.05827	.13551	-.20875	.32528
	Equal variances not assumed			.433	81.996	.666	.05827	.13444	-.20917	.32570
Job_efficacy	Equal variances assumed	3.618	.058	1.373	226	.171	.17281	.12584	-.07515	.42078
	Equal variances not assumed			1.564	100.902	.121	.17281	.11049	-.04638	.39201
Worklife_balance	Equal variances assumed	11.390	<.001	2.209	226	.028	.25666	.11621	.02766	.48566
	Equal variances not assumed			2.591	107.113	.011	.25666	.09905	.06030	.45302

On space for teleworking

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Perceived_Performance	Equal variances assumed	1.113	.293	-.007	226	.994	-.00044	.06149	-.12161	.12073
	Equal variances not assumed			-.007	164.307	.994	-.00044	.06079	-.12046	.11959
Perceived_Satisfaction	Equal variances assumed	.459	.499	1.237	226	.218	.08565	.06926	-.05083	.22213
	Equal variances not assumed			1.216	151.703	.226	.08565	.07044	-.05351	.22482
Wellbeing	Equal variances assumed	.306	.581	2.346	226	.020	.27520	.11729	.04407	.50632
	Equal variances not assumed			2.288	148.169	.024	.27520	.12029	.03748	.51291
Job_efficacy	Equal variances assumed	1.115	.292	3.698	226	<.001	.39732	.10745	.18558	.60905
	Equal variances not assumed			3.567	143.867	<.001	.39732	.11138	.17717	.61746
Worklife_balance	Equal variances assumed	.012	.913	1.021	226	.309	.10474	.10263	-.09749	.30696
	Equal variances not assumed			1.014	156.021	.312	.10474	.10333	-.09938	.30885

Academic level

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	2.506	4	.626	3.357	.011
	Within Groups	41.610	223	.187		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	.518	4	.130	.517	.723
	Within Groups	55.831	223	.250		
	Total	56.349	227			
Wellbeing	Between Groups	3.968	4	.992	1.379	.242
	Within Groups	160.462	223	.720		
	Total	164.431	227			
Job_efficacy	Between Groups	6.687	4	1.672	2.738	.030
	Within Groups	136.181	223	.611		
	Total	142.869	227			
Worklife_balance	Between Groups	2.267	4	.567	1.043	.386
	Within Groups	121.185	223	.543		
	Total	123.452	227			

Professional Bond

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	4.417	3	1.472	8.307	<.001
	Within Groups	39.700	224	.177		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	.295	3	.098	.393	.758
	Within Groups	56.054	224	.250		
	Total	56.349	227			
Wellbeing	Between Groups	1.815	3	.605	.833	.477
	Within Groups	162.616	224	.726		
	Total	164.431	227			
Job_efficacy	Between Groups	1.913	3	.638	1.013	.388
	Within Groups	140.956	224	.629		
	Total	142.869	227			
Worklife_balance	Between Groups	2.177	3	.726	1.340	.262
	Within Groups	121.275	224	.541		
	Total	123.452	227			

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Vínculo Profissional	(J) Vínculo Profissional	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Perceived_Performance	Estágio profissional	Contrato a Termo Incerto	-.52458*	.14828	.003	-.9084	-.1408
		Contrato a Termo Certo	-.37989*	.12928	.019	-.7145	-.0453
		Contrato Sem Termo (Efetivo)	-.49708*	.10181	<.001	-.7606	-.2336
	Contrato a Termo Incerto	Estágio profissional	.52458*	.14828	.003	.1408	.9084
		Contrato a Termo Certo	.14469	.14158	.737	-.2218	.5111
		Contrato Sem Termo (Efetivo)	.02750	.11703	.995	-.2754	.3304
	Contrato a Termo Certo	Estágio profissional	.37989*	.12928	.019	.0453	.7145
		Contrato a Termo Incerto	-.14469	.14158	.737	-.5111	.2218
		Contrato Sem Termo (Efetivo)	-.11718	.09177	.579	-.3547	.1203
	Contrato Sem Termo (Efetivo)	Estágio profissional	.49708*	.10181	<.001	.2336	.7606
		Contrato a Termo Incerto	-.02750	.11703	.995	-.3304	.2754
		Contrato a Termo Certo	.11718	.09177	.579	-.1203	.3547
Perceived_Satisfaction	Estágio profissional	Contrato a Termo Incerto	-.15301	.17620	.821	-.6091	.3031
		Contrato a Termo Certo	-.11491	.15361	.877	-.5125	.2827
		Contrato Sem Termo (Efetivo)	-.12690	.12097	.721	-.4400	.1862
	Contrato a Termo Incerto	Estágio profissional	.15301	.17620	.821	-.3031	.6091
		Contrato a Termo Certo	.03810	.16823	.996	-.3974	.4735
		Contrato Sem Termo (Efetivo)	.02611	.13906	.998	-.3338	.3861
	Contrato a Termo Certo	Estágio profissional	.11491	.15361	.877	-.2827	.5125
		Contrato a Termo Incerto	-.03810	.16823	.996	-.4735	.3974
		Contrato Sem Termo (Efetivo)	-.01199	.10904	1.000	-.2942	.2703
	Contrato Sem Termo (Efetivo)	Estágio profissional	.12690	.12097	.721	-.1862	.4400
		Contrato a Termo Incerto	-.02611	.13906	.998	-.3861	.3338
		Contrato a Termo Certo	.01199	.10904	1.000	-.2703	.2942
Wellbeing	Estágio profissional	Contrato a Termo Incerto	.03509	.30011	.999	-.7417	.8119
		Contrato a Termo Certo	.25731	.26164	.759	-.4199	.9346
		Contrato Sem Termo (Efetivo)	-.03509	.20604	.998	-.5684	.4982
	Contrato a Termo Incerto	Estágio profissional	-.03509	.30011	.999	-.8119	.7417
		Contrato a Termo Certo	.22222	.28654	.865	-.5195	.9639
		Contrato Sem Termo (Efetivo)	-.07018	.23685	.991	-.6833	.5429
	Contrato a Termo Certo	Estágio profissional	-.25731	.26164	.759	-.9346	.4199
		Contrato a Termo Incerto	-.22222	.28654	.865	-.9639	.5195
		Contrato Sem Termo (Efetivo)	-.29240	.18573	.395	-.7731	.1883
	Contrato Sem Termo (Efetivo)	Estágio profissional	.03509	.20604	.998	-.4982	.5684
		Contrato a Termo Incerto	.07018	.23685	.991	-.5429	.6833
		Contrato a Termo Certo	.29240	.18573	.395	-.1883	.7731
Job_efficacy	Estágio profissional	Contrato a Termo Incerto	-.24060	.27940	.825	-.9638	.4826
		Contrato a Termo Certo	.00702	.24360	1.000	-.6235	.6375
		Contrato Sem Termo (Efetivo)	-.22924	.19183	.631	-.7258	.2673
	Contrato a Termo Incerto	Estágio profissional	.24060	.27940	.825	-.4826	.9638
		Contrato a Termo Certo	.24762	.26677	.790	-.4429	.9381
		Contrato Sem Termo (Efetivo)	.01136	.22052	1.000	-.5594	.5822
	Contrato a Termo Certo	Estágio profissional	-.00702	.24360	1.000	-.6375	.6235
		Contrato a Termo Incerto	-.24762	.26677	.790	-.9381	.4429
		Contrato Sem Termo (Efetivo)	-.23626	.17291	.522	-.6838	.2113
	Contrato Sem Termo (Efetivo)	Estágio profissional	.22924	.19183	.631	-.2673	.7258
		Contrato a Termo Incerto	-.01136	.22052	1.000	-.5822	.5594
		Contrato a Termo Certo	.23626	.17291	.522	-.2113	.6838
Worklife_balance	Estágio profissional	Contrato a Termo Incerto	.28786	.25917	.683	-.3830	.9587
		Contrato a Termo Certo	.43327	.22595	.224	-.1516	1.0181
		Contrato Sem Termo (Efetivo)	.31495	.17794	.291	-.1456	.7755
	Contrato a Termo Incerto	Estágio profissional	-.28786	.25917	.683	-.9587	.3830
		Contrato a Termo Certo	.14541	.24745	.936	-.4951	.7859
		Contrato Sem Termo (Efetivo)	.02709	.20454	.999	-.5024	.5565
	Contrato a Termo Certo	Estágio profissional	-.43327	.22595	.224	-1.0181	.1516
		Contrato a Termo Incerto	-.14541	.24745	.936	-.7859	.4951
		Contrato Sem Termo (Efetivo)	-.11832	.16039	.882	-.5335	.2968
	Contrato Sem Termo (Efetivo)	Estágio profissional	-.31495	.17794	.291	-.7755	.1456
		Contrato a Termo Incerto	-.02709	.20454	.999	-.5565	.5024
		Contrato a Termo Certo	.11832	.16039	.882	-.2968	.5335

*. The mean difference is significant at the 0.05 level.

Seniority at the job

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	7.147	4	1.787	10.777	<.001
	Within Groups	36.969	223	.166		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	1.566	4	.391	1.593	.177
	Within Groups	54.784	223	.246		
	Total	56.349	227			
Wellbeing	Between Groups	.426	4	.106	.145	.965
	Within Groups	164.005	223	.735		
	Total	164.431	227			
Job_efficacy	Between Groups	.311	4	.078	.122	.975
	Within Groups	142.558	223	.639		
	Total	142.869	227			
Worklife_balance	Between Groups	6.341	4	1.585	3.019	.019
	Within Groups	117.111	223	.525		
	Total	123.452	227			

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Há quanto tempo exerce a sua função?	(J) Há quanto tempo exerce a sua função?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Perceived_Performance	Menos de 1 ano	Entre 1 e 3 anos	-.42591*	.09471	<.001	-.6864	-.1654
		Entre 3 e 5 anos	-.41927*	.12923	.012	-.7747	-.0639
		Entre 5 e 10 anos	-.47587*	.10562	<.001	-.7663	-.1854
		Mais de 10 anos	-.46267*	.07324	<.001	-.6641	-.2612
	Entre 1 e 3 anos	Menos de 1 ano	.42591*	.09471	<.001	.1654	.6864
		Entre 3 e 5 anos	.00663	.13333	1.000	-.3600	.3733
		Entre 5 e 10 anos	-.04996	.11060	.991	-.3541	.2542
		Mais de 10 anos	-.03676	.08025	.991	-.2575	.1840
	Entre 3 e 5 anos	Menos de 1 ano	.41927*	.12923	.012	.0639	.7747
		Entre 1 e 3 anos	-.00663	.13333	1.000	-.3733	.3600
		Entre 5 e 10 anos	-.05660	.14128	.995	-.4452	.3320
		Mais de 10 anos	-.04339	.11904	.996	-.3708	.2840
	Entre 5 e 10 anos	Menos de 1 ano	.47587*	.10562	<.001	.1854	.7663
		Entre 1 e 3 anos	.04996	.11060	.991	-.2542	.3541
		Entre 3 e 5 anos	.05660	.14128	.995	-.3320	.4452
		Mais de 10 anos	.01321	.09287	1.000	-.2422	.2686
	Mais de 10 anos	Menos de 1 ano	.46267*	.07324	<.001	.2612	.6641
		Entre 1 e 3 anos	.03676	.08025	.991	-.1840	.2575
		Entre 3 e 5 anos	.04339	.11904	.996	-.2840	.3708
		Entre 5 e 10 anos	-.01321	.09287	1.000	-.2686	.2422
Perceived_Satisfaction	Menos de 1 ano	Entre 1 e 3 anos	-.03398	.11530	.998	-.3511	.2831
		Entre 3 e 5 anos	-.29249	.15731	.342	-.7251	.1401
		Entre 5 e 10 anos	-.07443	.12857	.978	-.4280	.2792
		Mais de 10 anos	-.16941	.08916	.320	-.4146	.0758
	Entre 1 e 3 anos	Menos de 1 ano	.03398	.11530	.998	-.2831	.3511
		Entre 3 e 5 anos	-.25851	.16230	.504	-.7049	.1879
		Entre 5 e 10 anos	-.04045	.13463	.998	-.4107	.3298
		Mais de 10 anos	-.13543	.09769	.637	-.4041	.1333
	Entre 3 e 5 anos	Menos de 1 ano	.29249	.15731	.342	-.1401	.7251
		Entre 1 e 3 anos	.25851	.16230	.504	-.1879	.7049
		Entre 5 e 10 anos	.21806	.17198	.711	-.2549	.6911
		Mais de 10 anos	.12308	.14490	.915	-.2754	.5216
	Entre 5 e 10 anos	Menos de 1 ano	.07443	.12857	.978	-.2792	.4280
		Entre 1 e 3 anos	.04045	.13463	.998	-.3298	.4107
		Entre 3 e 5 anos	-.21806	.17198	.711	-.6911	.2549
		Mais de 10 anos	-.09498	.11305	.918	-.4059	.2159
	Mais de 10 anos	Menos de 1 ano	.16941	.08916	.320	-.0758	.4146
		Entre 1 e 3 anos	.13543	.09769	.637	-.1333	.4041
		Entre 3 e 5 anos	-.12308	.14490	.915	-.5216	.2754
		Entre 5 e 10 anos	.09498	.11305	.918	-.2159	.4059
Wellbeing	Menos de 1 ano	Entre 1 e 3 anos	.09740	.19949	.988	-.4512	.6461
		Entre 3 e 5 anos	-.04090	.27218	1.000	-.7895	.7077
		Entre 5 e 10 anos	.01484	.22246	1.000	-.5970	.6266
		Mais de 10 anos	.08160	.15426	.984	-.3427	.5059
	Entre 1 e 3 anos	Menos de 1 ano	-.09740	.19949	.988	-.6461	.4512
		Entre 3 e 5 anos	-.13831	.28082	.988	-.9106	.6340
		Entre 5 e 10 anos	-.08256	.23294	.997	-.7232	.5581
		Mais de 10 anos	-.01580	.16903	1.000	-.4807	.4491
	Entre 3 e 5 anos	Menos de 1 ano	.04090	.27218	1.000	-.7077	.7895
		Entre 1 e 3 anos	.13831	.28082	.988	-.6340	.9106
		Entre 5 e 10 anos	.05574	.29757	1.000	-.7626	.8741
		Mais de 10 anos	.12251	.25072	.988	-.5670	.8120
	Entre 5 e 10 anos	Menos de 1 ano	-.01484	.22246	1.000	-.6266	.5970
		Entre 1 e 3 anos	.08256	.23294	.997	-.5581	.7232
		Entre 3 e 5 anos	-.05574	.29757	1.000	-.8741	.7626
		Mais de 10 anos	.06677	.19561	.997	-.4712	.6047
	Mais de 10 anos	Menos de 1 ano	-.08160	.15426	.984	-.5059	.3427
		Entre 1 e 3 anos	.01580	.16903	1.000	-.4491	.4807
		Entre 3 e 5 anos	-.12251	.25072	.988	-.8120	.5670
		Entre 5 e 10 anos	-.06677	.19561	.997	-.6047	.4712
Job_efficacy	Menos de 1 ano	Entre 1 e 3 anos	.01775	.18599	1.000	-.4938	.5293

Workplace

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.268	2	.134	.678	.509
	Within Groups	39.527	200	.198		
	Total	39.795	202			
Perceived_Satisfaction	Between Groups	.037	2	.018	.074	.929
	Within Groups	49.667	200	.248		
	Total	49.704	202			
Wellbeing	Between Groups	.748	2	.374	.490	.613
	Within Groups	152.764	200	.764		
	Total	153.513	202			
Job_efficacy	Between Groups	1.325	2	.663	1.029	.359
	Within Groups	128.845	200	.644		
	Total	130.170	202			
Worklife_balance	Between Groups	.037	2	.018	.032	.969
	Within Groups	115.952	200	.580		
	Total	115.989	202			

Amount of children

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.303	3	.101	.517	.671
	Within Groups	43.813	224	.196		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	.629	3	.210	.843	.471
	Within Groups	55.720	224	.249		
	Total	56.349	227			
Wellbeing	Between Groups	.445	3	.148	.203	.895
	Within Groups	163.986	224	.732		
	Total	164.431	227			
Job_efficacy	Between Groups	.832	3	.277	.437	.727
	Within Groups	142.037	224	.634		
	Total	142.869	227			
Worklife_balance	Between Groups	2.045	3	.682	1.258	.290
	Within Groups	121.407	224	.542		
	Total	123.452	227			

Chosen method of work regime

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.823	2	.411	2.138	.120
	Within Groups	43.293	225	.192		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	1.004	2	.502	2.040	.132
	Within Groups	55.346	225	.246		
	Total	56.349	227			
Wellbeing	Between Groups	4.258	2	2.129	2.990	.052
	Within Groups	160.173	225	.712		
	Total	164.431	227			
Job_efficacy	Between Groups	18.668	2	9.334	16.910	<.001
	Within Groups	124.201	225	.552		
	Total	142.869	227			
Worklife_balance	Between Groups	7.857	2	3.929	7.647	<.001
	Within Groups	115.594	225	.514		
	Total	123.452	227			

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Se pudesse optar, preferia adotar que regime de trabalho?	(J) Se pudesse optar, preferia adotar que regime de trabalho?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Perceived_Performance	100% presencial	Híbrido	.17327	.08595	.111	-.0295	.3761
		100% remoto	.18311	.10893	.215	-.0739	.4401
	Híbrido	100% presencial	-.17327	.08595	.111	-.3761	.0295
		100% remoto	.00984	.08270	.992	-.1853	.2050
	100% remoto	100% presencial	-.18311	.10893	.215	-.4401	.0739
		Híbrido	-.00984	.08270	.992	-.2050	.1853
Perceived_Satisfaction	100% presencial	Híbrido	.11366	.09718	.473	-.1156	.3429
		100% remoto	.24734	.12317	.113	-.0432	.5379
	Híbrido	100% presencial	-.11366	.09718	.473	-.3429	.1156
		100% remoto	.13369	.09351	.327	-.0869	.3543
	100% remoto	100% presencial	-.24734	.12317	.113	-.5379	.0432
		Híbrido	-.13369	.09351	.327	-.3543	.0869
Wellbeing	100% presencial	Híbrido	-.18227	.16532	.514	-.5723	.2078
		100% remoto	-.49557*	.20953	.049	-.9899	-.0012
	Híbrido	100% presencial	.18227	.16532	.514	-.2078	.5723
		100% remoto	-.31330	.15908	.122	-.6886	.0620
	100% remoto	100% presencial	.49557*	.20953	.049	.0012	.9899
		Híbrido	.31330	.15908	.122	-.0620	.6886
Job_efficacy	100% presencial	Híbrido	-.52773*	.14558	.001	-.8712	-.1843
		100% remoto	-1.07154*	.18450	<.001	-1.5068	-.6362
	Híbrido	100% presencial	.52773*	.14558	.001	.1843	.8712
		100% remoto	-.54381*	.14008	<.001	-.8743	-.2133
	100% remoto	100% presencial	1.07154*	.18450	<.001	.6362	1.5068
		Híbrido	.54381*	.14008	<.001	.2133	.8743
Worklife_balance	100% presencial	Híbrido	-.26994	.14044	.135	-.6013	.0614
		100% remoto	-.68067*	.17800	<.001	-1.1006	-.2607
	Híbrido	100% presencial	.26994	.14044	.135	-.0614	.6013
		100% remoto	-.41073*	.13514	.007	-.7296	-.0919
	100% remoto	100% presencial	.68067*	.17800	<.001	.2607	1.1006
		Híbrido	.41073*	.13514	.007	.0919	.7296

*. The mean difference is significant at the 0.05 level.

ANNEX E – Descriptive Statistic of the studied variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Perceived_Performance	228	2.85	5.00	4.2831	.44084
Perceived_Satisfaction	228	2.30	5.00	3.7851	.49823
Wellbeing	228	1.00	5.00	3.3655	.85110
Job_efficacy	228	1.20	5.00	3.6596	.79333
Worklife_balance	228	1.29	5.00	3.1516	.73746
Valid N (listwise)	228				

ANNEX F – Correlations

Correlations

		Idade	Género	Habilitações literárias	Vínculo Profissional	Há quanto tempo exerce a sua função?	Desempenha função de chefia?	Se sim, qual a percentagem de teletrabalho realizada?	Perceived_Performance	Perceived_Satisfaction	Wellbeing	Job_efficacy	Worklife_balance
Idade	Pearson Correlation	1	.013	-.224**	.465**	.725**	.156*	.012	.305**	.187**	.017	-.047	-.218**
	Sig. (2-tailed)		.848	<.001	<.001	<.001	.018	.867	<.001	.005	.804	.477	<.001
	N	228	228	228	228	228	228	203	228	228	228	228	228
Género	Pearson Correlation	.013	1	-.032	.020	.148*	.167*	.044	-.180**	.066	.103	-.047	.059
	Sig. (2-tailed)	.848		.632	.769	.026	.012	.535	.007	.323	.122	.478	.375
	N	228	228	228	228	228	228	203	228	228	228	228	228
Habilitações literárias	Pearson Correlation	-.224**	-.032	1	-.095	-.104	.126	-.011	.079	-.024	.116	.168*	.037
	Sig. (2-tailed)	<.001	.632		.152	.116	.057	.876	.237	.721	.081	.011	.574
	N	228	228	228	228	228	228	203	228	228	228	228	228
Vínculo Profissional	Pearson Correlation	.465**	.020	-.095	1	.475**	.162*	.199**	.264**	.054	.038	.081	-.091
	Sig. (2-tailed)	<.001	.769	.152		<.001	.014	.004	<.001	.421	.570	.221	.173
	N	228	228	228	228	228	228	203	228	228	228	228	228
Há quanto tempo exerce a sua função?	Pearson Correlation	.725**	.148*	-.104	.475**	1	.217**	.057	.325**	.130	-.027	-.007	-.219**
	Sig. (2-tailed)	<.001	.026	.116	<.001		<.001	.423	<.001	.050	.686	.913	<.001
	N	228	228	228	228	228	228	203	228	228	228	228	228
Desempenha função de chefia?	Pearson Correlation	.156*	.167*	.126	.162*	.217**	1	-.102	.120	.139*	-.029	-.091	-.145*
	Sig. (2-tailed)	.018	.012	.057	.014	<.001		.146	.070	.036	.668	.171	.028
	N	228	228	228	228	228	228	203	228	228	228	228	228
Se sim, qual a percentagem de teletrabalho realizada?	Pearson Correlation	.012	.044	-.011	.199**	.057	-.102	1	.033	-.021	.275**	.271**	.083
	Sig. (2-tailed)	.867	.535	.876	.004	.423	.146		.639	.761	<.001	<.001	.241
	N	203	203	203	203	203	203	203	203	203	203	203	203
Perceived_Performance	Pearson Correlation	.305**	-.180**	.079	.264**	.325**	.120	.033	1	.313**	.109	.303**	-.048
	Sig. (2-tailed)	<.001	.007	.237	<.001	<.001	.070	.639		<.001	.100	<.001	.472
	N	228	228	228	228	228	228	203	228	228	228	228	228
Perceived_Satisfaction	Pearson Correlation	.187**	.066	-.024	.054	.130	.139*	-.021	.313**	1	.256**	.103	.049
	Sig. (2-tailed)	.005	.323	.721	.421	.050	.036	.761	<.001		<.001	.119	.462
	N	228	228	228	228	228	228	203	228	228	228	228	228
Wellbeing	Pearson Correlation	.017	.103	.116	.038	-.027	-.029	.275**	.109	.256**	1	.486**	.250**
	Sig. (2-tailed)	.804	.122	.081	.570	.686	.668	<.001	.100	<.001		<.001	<.001
	N	228	228	228	228	228	228	203	228	228	228	228	228
Job_efficacy	Pearson Correlation	-.047	-.047	.168*	.081	-.007	-.091	.271**	.303**	.103	.486**	1	.279**
	Sig. (2-tailed)	.477	.478	.011	.221	.913	.171	<.001	<.001	.119	<.001		<.001
	N	228	228	228	228	228	228	203	228	228	228	228	228
Worklife_balance	Pearson Correlation	-.218**	.059	.037	-.091	-.219**	-.145*	.083	-.048	.049	.250**	.279**	1
	Sig. (2-tailed)	<.001	.375	.574	.173	<.001	.028	.241	.472	.462	<.001	<.001	
	N	228	228	228	228	228	228	203	228	228	228	228	228

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

ANNEX G – Hypothesis Test

New Ways of Working

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.141	1	.141	.722	.396
	Within Groups	43.976	226	.195		
	Total	44.116	227			
Perceived_Satisfaction	Between Groups	.068	1	.068	.272	.603
	Within Groups	56.282	226	.249		
	Total	56.349	227			
Wellbeing	Between Groups	1.345	1	1.345	1.863	.174
	Within Groups	163.086	226	.722		
	Total	164.431	227			
Job_efficacy	Between Groups	7.236	1	7.236	12.057	<.001
	Within Groups	135.633	226	.600		
	Total	142.869	227			
Worklife_balance	Between Groups	2.341	1	2.341	4.369	.038
	Within Groups	121.110	226	.536		
	Total	123.452	227			

Percentage of teleworking

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.506	3	.169	.854	.466
	Within Groups	39.289	199	.197		
	Total	39.795	202			
Perceived_Satisfaction	Between Groups	1.155	3	.385	1.578	.196
	Within Groups	48.549	199	.244		
	Total	49.704	202			
Wellbeing	Between Groups	19.851	3	6.617	9.852	<.001
	Within Groups	133.661	199	.672		
	Total	153.513	202			
Job_efficacy	Between Groups	11.471	3	3.824	6.411	<.001
	Within Groups	118.699	199	.596		
	Total	130.170	202			
Worklife_balance	Between Groups	.963	3	.321	.556	.645
	Within Groups	115.025	199	.578		
	Total	115.989	202			

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Se sim, qual a percentagem de teletrabalho realizada?	(J) Se sim, qual a percentagem de teletrabalho realizada?	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Perceived_Performance	0-25%	26-50%	-.11538	.12827	.805	-.4477	.2169
		51-75%	.02051	.11826	.998	-.2859	.3269
		76-100%	-.07949	.10841	.884	-.3604	.2014
	26-50%	0-25%	.11538	.12827	.805	-.2169	.4477
		51-75%	.13590	.10341	.555	-.1320	.4038
		76-100%	.03590	.09199	.980	-.2024	.2742
	51-75%	0-25%	-.02051	.11826	.998	-.3269	.2859
		26-50%	-.13590	.10341	.555	-.4038	.1320
		76-100%	-.10000	.07742	.569	-.3006	.1006
	76-100%	0-25%	.07949	.10841	.884	-.2014	.3604
		26-50%	-.03590	.09199	.980	-.2742	.2024
		51-75%	.10000	.07742	.569	-.1006	.3006
Perceived_Satisfaction	0-25%	26-50%	-.18500	.14259	.566	-.5544	.1844
		51-75%	-.22083	.13146	.337	-.5614	.1198
		76-100%	-.07071	.12051	.936	-.3829	.2415
	26-50%	0-25%	.18500	.14259	.566	-.1844	.5544
		51-75%	-.03583	.11496	.989	-.3337	.2620
		76-100%	.11429	.10225	.679	-.1506	.3792
	51-75%	0-25%	.22083	.13146	.337	-.1198	.5614
		26-50%	.03583	.11496	.989	-.2620	.3337
		76-100%	.15012	.08606	.304	-.0728	.3731
	76-100%	0-25%	.07071	.12051	.936	-.2415	.3829
		26-50%	-.11429	.10225	.679	-.3792	.1506
		51-75%	-.15012	.08606	.304	-.3731	.0728
Wellbeing	0-25%	26-50%	-1.03889*	.23658	<.001	-1.6518	-.4259
		51-75%	-.85694*	.21812	<.001	-1.4221	-.2918
		76-100%	-1.06905*	.19995	<.001	-1.5871	-.5510
	26-50%	0-25%	1.03889*	.23658	<.001	.4259	1.6518
		51-75%	.18194	.19074	.776	-.3122	.6761
		76-100%	-.03016	.16966	.998	-.4697	.4094
	51-75%	0-25%	.85694*	.21812	<.001	.2918	1.4221
		26-50%	-.18194	.19074	.776	-.6761	.3122
		76-100%	-.21210	.14279	.448	-.5821	.1579
	76-100%	0-25%	1.06905*	.19995	<.001	.5510	1.5871
		26-50%	.03016	.16966	.998	-.4094	.4697
		51-75%	.21210	.14279	.448	-.1579	.5821
Job_efficacy	0-25%	26-50%	-.60000*	.22295	.038	-1.1776	-.0224
		51-75%	-.63583*	.20555	.012	-1.1684	-.1033
		76-100%	-.81810*	.18843	<.001	-1.3063	-.3299
	26-50%	0-25%	.60000*	.22295	.038	.0224	1.1776
		51-75%	-.03583	.17975	.997	-.5015	.4299
		76-100%	-.21810	.15989	.523	-.6323	.1961
	51-75%	0-25%	.63583*	.20555	.012	.1033	1.1684
		26-50%	.03583	.17975	.997	-.4299	.5015
		76-100%	-.18226	.13456	.529	-.5309	.1664
	76-100%	0-25%	.81810*	.18843	<.001	.3299	1.3063
		26-50%	.21810	.15989	.523	-.1961	.6323
		51-75%	.18226	.13456	.529	-.1664	.5309
Worklife_balance	0-25%	26-50%	-.00476	.21947	1.000	-.5734	.5639
		51-75%	-.03095	.20234	.999	-.5552	.4933
		76-100%	-.15306	.18549	.842	-.6336	.3275
	26-50%	0-25%	.00476	.21947	1.000	-.5639	.5734
		51-75%	-.02619	.17694	.999	-.4846	.4322
		76-100%	-.14830	.15739	.782	-.5561	.2595
	51-75%	0-25%	.03095	.20234	.999	-.4933	.5552
		26-50%	.02619	.17694	.999	-.4322	.4846
		76-100%	-.12211	.13246	.793	-.4653	.2211
	76-100%	0-25%	.15306	.18549	.842	-.3275	.6336
		26-50%	.14830	.15739	.782	-.2595	.5561
		51-75%	.12211	.13246	.793	-.2211	.4653

*. The mean difference is significant at the 0.05 level.

Work regime

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Perceived_Performance	Between Groups	.242	2	.121	.611	.544
	Within Groups	39.553	200	.198		
	Total	39.795	202			
Perceived_Satisfaction	Between Groups	.884	2	.442	1.810	.166
	Within Groups	48.820	200	.244		
	Total	49.704	202			
Wellbeing	Between Groups	1.264	2	.632	.830	.437
	Within Groups	152.249	200	.761		
	Total	153.513	202			
Job_efficacy	Between Groups	3.603	2	1.802	2.847	.060
	Within Groups	126.567	200	.633		
	Total	130.170	202			
Worklife_balance	Between Groups	.544	2	.272	.471	.625
	Within Groups	115.445	200	.577		
	Total	115.989	202			