



BUSINESS
SCHOOL

Department of Marketing, Operations and General Management

PSYCHOLOGICAL CAPITAL AND TELEWORK

SUSANA PAULA VERISSIMO SIMÕES SILVA

Master's in Applied Management

Advisors:

João Paulo Carvalho Aragão e Pina, Supervisor, Invited Assistant Professor, Department Human Resources and Organizational Behavior

Jorge Sinal, Cosupervisor, Invited Assistant Professor, Department of Quantitative Methods for Management and Economics

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RESUMO

O ano de 2020 vai ficar na história pela pandemia mundial do COVID-19, foi um ano de grandes desafios, e que obrigou as empresas a acelerar procedimentos, a definir novas formas de trabalhar, bem como a implementar a transformação digital que já há tantos anos se falava. Este instinto de sobrevivência trouxe um novo *mindset* para os gestores, trabalhadores e equipas, que foram obrigados a diminuir a resistência à mudança e reconheceram a real necessidade de inovar.

Com este trabalho pretendemos perceber se os novos modelos de trabalho aplicados no contexto de pandemia, mais concretamente o teletrabalho, têm possibilidade de ser considerados como uma forma de trabalho futuro, nos sectores de atividade em que é possível implementá-lo. Para isso vamos avaliar os riscos psicossociais que esta decisão pode provocar nas pessoas, através da mediação do Capital Psicológico (PsyCap), numa amostra de 240 pessoas de uma empresa privada.

Com este modelo conseguimos medir que a correlação entre o capital psicológico e a auto-motivação tem resultados muito positivos, mostrando que as pessoas motivadas, estão melhor preparadas e conseguem ver mais vantagens na prática do teletrabalho.

Podemos afirmar que indivíduos com um capital psicológico mais alto mostram maior abertura à mudança organizacional, maior work engagement, maior satisfação com o Trabalho, menor intenção de saída, logo menor instabilidade no emprego.

Palavras-chave: teletrabalho, capital psicológico, satisfação no trabalho, auto-liderança, percepções no teletrabalho, intenção de saída

ABSTRACT

The year 2020 will go down in history due to the global pandemic of COVID-19, it was a year of great challenges, which forced companies to speed up procedures, define new ways of working, as well as implement the digital transformation that has been going on for so many years. This survival instinct brought a new mindset to managers, workers and teams, who were forced to reduce resistance to change and recognized the real need to innovate.

With this work, we intend to understand if the new work models applied in the context of a pandemic, more specifically telework, have the possibility of being considered as a form of future work in the sectors of activity in which it is possible to implement it. For this, we will evaluate the psychosocial risks that this decision can cause in people, through the mediation of Psychological Capital (Psycap), in a sample of 240 people from a private company.

With this model, we were able to measure that the correlation between psychological capital and self-motivation people are better prepared and can see more advantages in the practice of teleworking.

We can say that individuals with a higher psychological capital show greater openness to organizational change, greater work engagement, greater job satisfaction, less intention to leave, and therefore less job instability.

Keywords: telework, psychological capital, job satisfaction, self-leadership, perception of telework, intention to quit

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INTRODUCTION

According to recent data from Eurostat, only about 5% of people in Portugal worked from home with some regularity until 2017 (Eurostat, 2018). In the year 2020, the Coronavirus disease (COVID-19) pandemic surfaced, bringing with it unprecedented changes to the world economy and the world of work. The World Health Organization urged governments around the world to take the situation seriously and to prepare for it with several drastic measures, including mandatory confinement. Much of the working population was instructed to stay at home and to continue to work remotely, their activity permitting.

Organizations began to send their workers home and started to create the necessary conditions for the greatest mass remote working experience in history.

On one study carried out by Eurofound (2020), established that in Europe, an average of 24 percent of workers in companies, who had never worked from home before, started to do so, against 56 percent, who had already had this experience and occasionally worked from home. In any event, this increase has shown that with the technologies, the right tools and work reorganization, many more jobs than previously thought can be performed remotely. This same study confirmed that approximately 78% of the respondents would prefer to continue with the remote working regime in the future (Eurofound, 2020)

In the last few years, companies have strived to implement policies in order to reconcile professional, family and personal life. Leaders are becoming ever more aware of these policies and they are responsible for promoting and disseminating them. Some obstacles that could exist either in terms of flexible working hours or in remote working have disappeared with the experience of these last few months. Many managers who had previously been resistant to remote work have found that it is possible and are thus more supportive of this resource (Eurostat, 2018).

Reconciliation of professional and personal life is an issue that is in high demand by the workforce of the future. At present, it constitutes an essential factor in what regards decisions pertaining to which company to work for. In a specific study carried out in companies operating in Portugal, undertaken by Employer Brand Research 2018, respondents agreed that the most important factors in choosing a company are, in order of agreement: wages and benefits (66%), work-life balance (53%) and job stability (52%) (Randstad, 2018).

Based on the experiences during the pandemic period, various studies have shown that it is possible to continue with the remote working, flexibility or adaptability regime, with policies of continuous workday, part-time work, and compressed work week regimes, comprising of a reduction of hours, banked hours, working from home, mobile office or teleworking practices.

In this day and age, work is considered to be a central component in the life of each individual, and it is not seen as just a means of livelihood. It is also considered a psychosocial phenomenon, insofar as it generates motivations (which can unfurl in each person's own individual pyramid), satisfaction and personal fulfilment. It also fosters new interpersonal relationships and changes in life projects, which are driven by ambitions, progressions, or new experiences. One's work and personal life tend to be intertwined, and alterations in any of these components can interfere with the other; thus the assessment of each individual's psychological capital (feelings of self-confidence, effectiveness, resilience, optimism and hope) is crucial, in order to prevent psychosocial harm, such as stress and burnout (Costa, 2021).

After presenting the general framework of the topic, through definitions or concepts, in addition to the various variables considered when addressing this issue, we will present a research instrument used in a private company, where a questionnaire was administered to assess the positive psychological capital of workers with a view to continuing this type of work regime.

CHAPTER I – Literature Review

1.1 Telework Definition

Etymologically, the noun telework derives from the junction of the Greek adverb *téle*, which means far away, and the Latin verb *tripaliare*, which means to work. One of the first terms introduced to refer to remote work was teleworking, coined by Niles. The term is used to describe individuals who work from home using technology to communicate with their workplace (Niles, 1976).

Other broader terms have appeared in recent years:

- a) Remote e-working, which defines that remote work can be performed anywhere, anytime, with the use of technology (Grant et al., 2013);
- b) e-workers as full-time telecommuters, working from home, who primarily work and communicate electronically with little interaction with headquarters and/or co-workers;
- c) Digital nomadism refers to a new lifestyle in which people who work remotely select their area of residence taking into account the type of leisure activities they aim to have access to. These individuals tend to travel a lot and do not have family responsibilities, as they do not have children. According to Beverly Yuen Thompson, this lifestyle fosters the concept of freedom and flexibility (Thompson, 2019);
- d) In 2018, the International Labour Organization (ILO), stated that workers may work from anywhere in the world, as long as they have a reliable Internet connection.
- e) A Eurofound (2017) study carried out before the pandemic phase concluded that in recent years there had been an increase in the number of people working in more than one location.

1.2 Working Arrangements

The ILO uses the term telework, and highlights some variables when considering telework, such as: the workplace or workspace; working hours (whether full or part-time); the type of contract (employed or self-employed); and the skills required (job content). Another study carried out with thousands of teleworkers in 10 European countries, in addition to Japan and the USA, highlighted six main categories of teleworking (European Commission, 2000). Working from home: also known as small office or home office. In this case, the work is carried out in the worker's home;

- a) Satellite office: workers carry out work in small units spread across a central company;
- b) Working in telecentres: work is carried out on premises normally located close to the worker's home. Telecentres provide jobs to workers or various organizations, or telematic services to remote customers;
- c) Mobile working: Mobile teleworking, also termed nomadic working, itinerant working or mobile teleworking, is based on the concept of "mobile office" or "portable office". Mobile working can be performed at any location, through the simple use of various technological resources, such as laptop computers or cell phones.
- d) Work in remote or off-shore companies: call-centers or tele-services through which companies establish their satellite offices. On the one hand, they subcontract companies due to the lack of qualified workers. On the other hand, they benefit economically from lower labor costs, depending on the countries of origin of the work force.
- e) Informal work or hybrid telework: an agreement is reached with the employer, so that work may be performed out of the office for a few hours.

Both the flexibility of the workspaces and, often, the time dedicated to work are common features in all these remote working arrangements.

1.3 Advantages and Disadvantages

Several studies refer to the advantages and disadvantages for the different parties. The advantages and disadvantages for the worker differ to those in for the employer. These also differ to those mentioned by society in general, as described below.

1.3.1 Advantages

There are various advantages for the *worker*, such as: the reconciliation of their professional and personal life; reduction or elimination of time spent commuting from home to work and vice-versa; reduction or elimination of expenses inherent to the carrying out of a professional activity away from

home (transportation and food); stress reduction; flexible working hours and the possibility of a more flexible schedule; fewer interruptions (coffee break, conversations with colleagues); increased autonomy in what regards work performance; greater responsibility; greater employability (possibility of providing work to geographically distant employers); and greater potential for the inclusion of groups such as people with disabilities (Ministry of Labor and Social Security, 2021; Cotofan et al., 2021).

Felstead and Henseke (2017) defend that by benefiting from greater spatial and temporal flexibility, workers are able to feel greater levels of commitment to the organization, enthusiasm and satisfaction. There are also advantages for employers. Some of the most mentioned advantages in the literature (Eddleston & Mulki, 2017), are related to factors such as greater flexibility in planning (more flexibility); recruitment has become more objective and efficient; the reduction of operating costs on premises; optimization of available spaces; greater efficiency (due to fewer interruptions) and productivity in relation to the work performed by teleworkers; increased worker motivation; reduction of absenteeism; possibility of changing management according to objectives or results.

According to an OECD study, approximately 42% of the workers analyzed over the past few years, were employed in companies that had introduced new technologies and implemented new work routines (Berger & Frey, 2016). Realizing the evolution of this new way of working, several technology patents that support work from home were invested in. For example, Zoom acquired Keybase, a management company; Adobe acquired Workfront, a work management platform for marketing professionals; Salesforce acquired Slack, a workforce software company (Bloom et al., 2021). All these tools will allow workers who maintain this work regime to be monitored.

Advantages for *society in general* have also been mentioned in the literature. These are mainly related to the reduction of air pollution (reduction in traffic volume); the decrease in urban traffic and commuting – massive daily commutes of workers from different areas of large urban agglomerations; mitigation of the housing markets in large cities (Althoff et al., 2021); the greater inclusion of different categories of workers with greater difficulties in integrating into the labor market, namely people with disabilities or incapacity.

1.3.2 Disadvantages

For the *workers*, the most mentioned disadvantages in the results of studies carried out and in the literature are related to social and professional isolation, due to the absence or reduction of face-to-face contact with co-workers. This situation may have psychological impacts (depression, addictions or difficulties in social relationships); it may make it more difficult for the workers to disconnect from work, thus making them work longer hours than usual; it may also reduce professional opportunities,

as remote working reduces the remote worker's visibility in comparison to that of other colleagues who are present at the company (Mulki et al., 2009).

Remote work, specifically for those working at home, presupposes a skill set that will enable workers to do their jobs, particularly in terms of training and information technologies, as they will have to have adequate access to equipment and services. The issue of housing conditions is also a pressing concern and raises the question of the permeability of relevant economic and social inequalities.

Another disadvantage is the so-called *boundary theory* (Boland et al., 2020), which shows that gender defines how individuals are affected. Men (69%) prefer to separate their family life from their work life; thus, they create their own spaces at home to be able to establish these limits. Conversely, women's opinions, on whether to separate or merge their family life and their work life, taking into account whether the mother should work in the same room where the children play, for example, were divided. This study suggests that this work-life merge could be detrimental to remote workers.

Managing remote work represents one of the biggest management challenges in the information age, as there are numerous disruptions between work-family or family-work (Eddleston & Mulki, 2017).

For *employers*, the disadvantages most often mentioned in the literature are related to greater difficulty in controlling and supervising the work carried out (greater investment in programs that help them supervise tasks); the occurrence of conflicts in the company, which may arise due to the lack of personal contact between colleagues, as well as the natural resistance to change; a more frequent monitoring of teams (in order to assess their emotional well-being); information security (confidential data outside the company's domains); a decrease of cohesion within the company, loss of culture; investment in technological equipment in order to technologically enable teleworking and make it feasible, as well as investment in other expenses, such as consultancy and specific technical training.

Althoff et al. (2021), present another perspective and highlight the negative repercussions in the real estate market, as a disadvantage, for society in general. Theoretically, these negative repercussions are a result of the lack of necessity to invest in real estate. For these authors, a relevant factor is the analysis of the perception that cities with a higher population density achieve a level of specialization in highly qualified services which can be carried out from home. This was the conclusion of a study carried out in the United States called *The Geography of Remote Work* (Althoff et al., 2021), which showed that in April 2020 more than 50% of workers in densely populated cities were working remotely, while in less dense cities this figure was 20%. The study also highlights other factors such as: Vulnerability in the face of potential job competition and a foreign workforce, due to lower costs; Info-exclusion (digital exclusion), from the part of society that may not be able to absorb the necessary skills to perform its functions remotely.

Other disadvantages include inequalities of opportunity according to age groups, given that young people are those most likely to switch to remote work; the sectors that most adapted to this modality, that is, the services and information technologies (Brynjolfsson et al., 2020); and socioeconomic inequalities, as all over Europe, low-skilled workers were more likely to face the loss or reduction of their working hours, as noted in the World Happiness Report 2021 (Cotofan et al., 2021); This reinforces the notion that remote work is more executable by the more qualified and better paid workers, as a loss of productivity is not detected in these workers (Bartik et al., 2020).

An interesting dimension found in the bibliography and that is mentioned by numerous studies and authors is the relationship between the effects of the pandemic and people's levels of education. The authors highlight the fact that the impacts have affected workers inequitably, depending on their qualification levels. Data from the REPEAT project (representations, perceptions, and attitudes about Covid), carried out in 12 countries, for example, reveal that people with higher qualifications (60%), who are well paid and have positions of responsibility, had no difficulties working from home. In contrast, people with low income and low qualifications were more likely to have to stop their activity (Galasso, 2020).

In Canada, it is estimated that four out of ten workers (38.9%) hold jobs that can be performed at home (Deng et al., 2020). However, other studies find that families with lower levels of education and income are the least likely to have jobs that can be performed at home (Messacar et al., 2020).

1.4 Legal framework for the private sector

In the 90's of the 20th century, a project called "White Paper" was drafted in the European Union. This project addressed the theme "Growth, Competitiveness and Employment: Challenges and Paths to Enter the 21st Century". In it, the first steps to promote teleworking were taken, in a bid to reconcile family and working life; as teleworking provided a balance between flexibility and security, equal opportunities between men and women, and was also associated to the possibility of integrating people with special needs (European Commission, 1994). In 2002, this project would eventually culminate in the European Framework Agreement on Telework (European Commission, 2002), which is divided into twelve important points. The following have been highlighted: granting teleworkers a protection similar to that of workers who carry out their activity on the employer's premises; regulation of their working conditions, health and safety, training, collective rights; and consecration of two solemn principles — the principle of reversibility and that of the voluntary nature of teleworking.

Other initiatives emphasized, among many other topics, the need to identify which measures are essential to enable the development of teleworking, both in the Green Paper entitled "Living and Working in the Information Society: Prioritizing the Human Dimension"(European Commission, 1996),

prepared by the European Commission in 1996, as in the other Green Paper, also by the Commission, entitled “Partnership for a New Organization of Work” in 1997 (European Commission, 1997).

The Portuguese legal system recognized the role of teleworking in 2003, in its articles 233 to 243, and it was one of the first European countries to do so. It established that teleworking consisted of the work performed typically outside the company's premises, by means of information and communication technologies (Decreto-Lei 99, 2003)

Subsequently, Law no. 7/2009 of February 12, that approved the new Labor Code, which regulates teleworking in articles 165 to 171, in its current wording, determines that teleworking must be voluntary, and cannot be unilaterally dictated by the employer; that the worker must be treated on an equal footing with other workers working on the company's premises; it adds that the company must encourage the worker's regular contact with the structure of which he is a part; as well as the fact that the working tools or equipment and the respective installation and maintenance expenses should, as a rule, be borne by the employer, safeguarding the respect for the privacy of teleworkers (Decreto-Lei 07, 2009).

Recently, on December 06, 2021, this legal document, DL 83/2021, was updated and, amongst other issues, it defends the telework regime as a way to accomplish a greater level of reconciliation between professional life and personal life. It states that a written agreement must be made between the parties; the rendering of services must be carried out at the worker's home; workers will need to present at their place of work (company) whenever requested in advance, as laid down by law. It also foresees the duty of employers to refrain from contacting workers during their rest period and outlines the responsibility of the private entity to cover the extra costs that the worker has with this new work arrangement, among others (Decreto-Lei 83, 2021).

1.5 Challenges of remote working

The remote working arrangement may face some challenges, in terms of organizational culture, human resources, due to the still poorly defined regulations and information security.

1.5.1. Organizational culture

Organizational culture plays a key role in the adoption of the model of remote working. Baruch (2002) argues that a culture based on trust is more suitable for remote working, stating that performance results should be measured, rather than workers' presence be controlled (Baruch, 2002). A culture based on trust is still a great challenge, due to the recognition that the need for the physical presence of the worker is still very engrained in organizations, in general. Organizations have had the

opportunity to adapt to the model of remote working during the pandemic phase, and it has become evident that it is possible to implement this work model.

The great challenge for organizations is to transfer direct supervision to worker productivity management. There are studies that have concluded that in organizations where the management style is more transactional, with strong hierarchies, and where there is a lack of trust in workers who work out of sight, the introduction of telework must be complemented with strong people management practices, in order to build a culture of trust through empowerment, delegation and results-based performance management systems (Gerards et al., 2018).

According to Daraba *et al* (2021) *authentic leadership* appears to be a reliable source to maintain and cultivate worker's psychological resources and performance during a crisis.

According to transformational leadership theory, leaders can change their followers in three ways: by increasing their awareness of the importance of the task; setting their focus firstly on the goals of the team or organization; and activating their higher-order needs (Neufeld et al., 2010).

Nevertheless, the literature still has indicated the need to implement some improvements. Organizations must improve the mentoring process to the digital format, in order to keep the internal culture alive. If they are able to devise new practices and processes, they will be able to improve the operational model, thus taking better advantage of the best that exists between on-site and remote work (Boland et al., 2020).

1.5.2. Human resources management

In the traditional work model, managers are used to assessing their workers on-site, while these are carrying out their tasks; however, due to the nature of the remote working modality in force, this method should not be the only one in use. According to a study carried out by the ILO, the management of teleworkers can be achieved through three different methods: remote online supervision, evaluation of predefined performance objectives or performance evaluation. The method selected will depend on the company's management strategies, which must always safeguard the personality rights of workers (Boehmer et al., 2017). At this stage, it is expected that the teleworker's evaluation is results-based. For this reason, workers anticipate a fair evaluation, and expect to be rewarded and receive the recognition they deserve.

The importance of successful communication is essential for those who use this type of work arrangement and, although it can be argued that face-to-face communication is richer, it is also true that, in certain contexts, electronic interaction can be more structured, concise, and efficient. Therefore, uncovering the aforementioned balance for the best possible performance in remote work is of the utmost importance. New evidence obtained from Human Resources Directors who completed

the Future of Jobs Survey 2020 indicates that, on average, 44% of workers were able to work remotely during the COVID-19 crisis, while 24% of workers are not able to perform their current duties (World Economic Forum, 2020).

Insights from the online platform Glassdoor show that access to work from home has nearly doubled since 2011, from 28% to 54%. The sectors that afford the greatest opportunities for workers to work from home are the Information Technology and Insurance sectors, and 74% of workers in these sectors reported they have access to remote work. But other industries, such as the Financial, Legal and Business Services could, in theory, implement more opportunities for remote work (World Economic Forum, 2020).

1.5.3. Poorly defined or unregulated legal issues

The legal concept of telework continues to be enmeshed in vague and generic outlines that can lead to situations where their legal interpretation can be problematic. Despite the recent issuing of a legal document, certain reservations have already been raised. The question of how workers can prove that their personal expenses are higher in one particular month compared to the same period a year before, when they have been working from home for over 18 months, for example, has been asked. Will companies have to access workers' personal information in order to prove this fact? Will companies have to analyze the worker's personal life to measure the increase in these costs? There may be numerous reasons for this increase, such as, one more person living in the house, moving to a new house, increased consumption of electricity due to inflation, among other things.

At the same time, if flexible working hours are being championed so workers can reconcile their professional life and personal life, why the need to set timetables? Are workers no longer allowed to interrupt their professional life to conclude a personal activity and continue "working" later.

A doctrine pertaining to Safety and Health at Work still needs to be drafted as it is not yet clear how compliance with safety standards should be evaluated at a worker's home. Organizations with competences in health and safety in several countries have developed guidelines regarding the assessment of the home working environment of teleworkers, for example, indoor air quality, ergonomics, tripping hazards, lighting, chemical exposure, and other concerns (Munar, 2020).

1.5.4. Information Security

The need to protect information systems is ever more pressing, as the number of threats that information is subject to is increasingly high. Thus, organizations around the world should prioritize Information Systems Security.

The conclusions that can be drawn from Ernest and Young's most recent Global Information Security Survey (GISS) study, carried out even before the pandemic, reveals that among the main targets of attackers are customer data, as well as financial data, intellectual property, and worker data. It is up to organizations to prepare their workers for the teleworking context, give them training, and individual devices with the necessary resources. Organizations need to clearly define who is responsible for the information and communication technologies and for monitoring the work carried out, who is the interlocutor in the organization and maintain all communication networks active. Regular backups will be necessary, as will investing in cybersecurity, namely in an incident response team.

Workers will have to adopt safer behaviors. Preferably, they should use devices authorized by the organization and no-one but them should use these devices. They should only use reliable USB sticks, activate the automatic device blocking using strong passwords; and use filters on laptop screens. They should also be careful with the systems and data they use, as well as when they surf the Internet.

1.6 Reconciliation of professional life and personal life

Compared to remote working under normal circumstances, remote working during the COVID-19 pandemic was much more challenging. It was mandatory rather than voluntary, and full-time rather than part-time or sporadic. Additionally, as a general rule of mandatory confinement, schools were closed, and parents not only had to work from home, but they took on the role of teachers at the same time as they were ensuring household sustainability.

The blurring of the boundary between personal and professional life is a constant issue in the literature on remote work. In fact, some studies have shown that remote work increases work intensity and its interference in workers' personal life, leading to adverse effects on the well-being and stress levels of remote workers (Eurofound, 2017; ILO, 2018). However, several surveys carried out with people working from home during the pandemic have revealed that these had positive experiences while working from home.

The meta-analysis carried out by Gajendran and Harrison (2007) showed that working from home is linked to greater job satisfaction and performance, less conflict between the work and family domains, and less propensity of staff turnover. The authors propose mechanisms to obtain good results, such as increased productivity, retention, turnover intention, commitment, and performance. They also reinforce the notion that effective management in a home-office environment requires relationship-oriented behaviors, with a focus on clear, transparent and frequent communication, as well as the setting of clear work objectives with realistic goals (Gajendran & Harrison, 2007).

These positive results may be negatively influenced by the time spent away from the company, due to the lack of any social or organizational contact (Green et al., 2020).

In a study, presented in the Green Paper Future of Work (Ministry of Labor and Social Security, 2021) it is clear that many workers advocate flexible working arrangements after the pandemic as a way to improve their work-life balance. About 75% of respondents say that hybrid forms of remote work and on-site work at the companies may be the best work option. Employers surveyed also believe that trade improves as a result of greater flexibility and part-time remote work (77%), and that their workers personally benefit from such types of flexible working (79%).

There are still many misgivings concerning the effective conciliation and separation of these two worlds. The ambiguity about this border differs from person to person; some want to, and even succeed, in separating these two realities, while others prefer to merge them. In both cases, there are advantages and disadvantages in both cases (Grant et al., 2013).

1.7 Productivity

According to the World Happiness Report 2021, applying a flexible homeworking model that still affords workers opportunities to network, collaborate, and socialize in person can lead to high levels of productivity (Cotofan et al., 2021). Productivity is often associated with personal satisfaction, increased self-esteem, the ability of workers to manage their own working hours, acquire a degree of autonomy and responsibility.

There is no consensus on this topic, as there are studies that report that autonomy at work increases the commitment, satisfaction and performance of remote workers (Galanti et al., 2021). However, there are studies that indicate a decrease in commitment at the expense of increased role ambiguity, due to reduced feedback and reduced support (Gerards et al., 2018).

In a McKinsey & Company survey (Boland et al., 2020), 80% of people questioned reported that they enjoy working from home, with 41% saying they are more productive and 28% equally productive. Long commutes from home to work and work to home, or other professional journeys, have been abolished, allowing them to enjoy that time in another way.

The conclusions drawn indicate that we have more information concerning workers' affective state (emotions, job satisfaction, organizational commitment and emotional exhaustion), social and professional life, than we do about their cognitive functioning (how they evaluate work, difficulties in receiving new information, concentration) and psychosomatic well-being (Charalampous et al., 2019).

1.8. Psychological Capital

Psychological capital originates from studies related to positive psychology, focusing on what is good in people, making them more productive, unlike traditional psychology that focused on the negative aspects of human health. Two different streams of studies emerged that supported positivity and management based on the strengths of an organization: *Positive Organizational Scholarship* (POS) and *Positive Organizational Behavior* (POB). Being that POS alludes to those certain behaviors result from more stable psychological characteristics (character and positive virtues), while POB defends that the characteristics of the behavior should be seen in the first place as a consequence of positive psychological states (Luthans et al., 2021).

To Luthans et al. (2007), POB focuses on the individual level and studies the positive psychological strengths and capabilities of human resources that can be measured and evaluated. The positive psychological resources that make up PsyCap include hope, effectiveness (self-efficacy), resilience and optimism, called HERO, as mentioned Luthans et al. (2006) cited by (Daraba et al., 2021).

Hope is described as a cognitive state or state of mind, through which individuals set realistic goals that inspire them. Based on this hope, individuals can define new strategies to reach their goals, when necessary (Luthans et al., 2007).

Self-efficacy is described as the worker's conviction about their abilities and can be construed as their ability to mobilize their cognitive resources and have the motivation to successfully achieve their goals (Stajkovic & Luthans, 1998). These workers develop challenging goals and dedicate themselves more to their tasks, they seek to be successful and therefore dedicate themselves more to the task, are persevering in the face of obstacles that arise and have a greater resistance to stress. Workers who are aware of their effectiveness will have a greater impact in terms of performance in an organization, as they tend to stimulate efforts in order to achieve positive results (Bandura, 1997).

A resilience can be described as the positive psychological capacity of a person's reaction to adversity, uncertainty, failure, conflict, or even positive change. Workers with strong resilience tends to increase their performance, since they can develop in the face of obstacles that arise, achieving significantly positive results such as improved relationships between colleagues and management, greater satisfaction in the workplace and greater organizational commitment (Luthans et al., 2007).

Optimism can be described as a predisposition of the individual to believe that, in the future, more good things will happen than bad (Scheier & Carver, 1985), as well as the individual having an explanatory style in which positive events are attributed to internal, permanent causes. and recurrent, and negative to external, temporary, and situational causes (Seligman, 1998b).

The literature reports that individuals with higher levels of positive psychological capital are more tolerant and resistant to change, in addition to being more autonomous and more confident when performing their tasks (Avey, Wersing, & Luthans, 2017).

These individuals, when compared to other employees, have more desirable behaviors and attitudes, such as job satisfaction, less anxiety, greater engagement with the organization, more creative, higher performance, therefore less absenteeism rate and willingness to leave the organization (Luthans & Youssef-Morgan, 2017; Avey et al., 2011; Avey et al., 2008).

There are several studies (Avey et al., 2011; Peterson et al., 2011; Youssef & Luthans, 2012) that suggest a positive impact of PsyCap on desirable outcomes, with regard to attitudes (satisfaction, well-being, dedication, engagement), behavior and performance of workers. A meta-analysis (Avey et al., 2011) that was carried out based on 51 independent samples, made up of a total of 12.567 organizational members, reveals that there is a positive and significant relationship between PsyCap and the variables: satisfaction, commitment organizational, well-being, citizenship behaviors and performance; and a strong negative relationship with the variables stress, anxiety and exit intentions.

1.9. Job satisfaction

Job satisfaction has been studied in order to understand the link between remote work and job satisfaction, however the data obtained reflects the preferences, expectations and individual circumstances of each worker (Felstead & Henseke, 2008).

There are several differing opinions, Menezes & Kelliher (2011) reported that the existing empirical evidence regarding the link between flexible working practices and worker well-being is not conclusive. On the other hand, Hoeven and Van Zoonen (2015) stated that the more flexibility individuals have in their workplace, the better the balance between their work and family life, which increases their well-being. A meta-analysis showed that working from home is linked to greater job satisfaction and performance, less conflict between the work and family domains, and less propensity of staff turnover (Gajendran & Harrison, 2007). In a study presented in the Green Paper (Ministry of Labor and Social Security, 2021), it is clear that a great number of workers advocate flexible work arrangement after the pandemic, so as to achieve a better balance between their professional and personal lives.

1.10. Self-leadership

Self-leadership is a quality that helps us extract the most of our potential from self-knowledge. Self-leadership starts from the sense of understanding about who we are and what we can do, enhancing our communication, emotions, and behaviors. By assuming mastery and responsibility over your trajectory, you will find and develop the motivation, skills, and abilities to achieve your goal. The individual when practicing self-leadership will develop constructive thoughts and behaviors, such as self-confidence, focus and resilience.

The theoretical basis of self-leadership is related to a broader concept of self-influence that includes behavior-focused strategies (self-regulation, self-control, and self-management) and specifies an additional set of cognitive strategies (originating from intrinsic motivation theories and positive cognitive psychology). Thus, self-leadership encompasses behavioral and cognitive strategies designed to shape individual performance outcomes (Houghton et al., 2014).

We can argue that the future workforce should be educated and promoted to be people who have the capacity to lead themselves and who have the capacity for critical thinking (Ay et al., 2015). Thus, organizations must teach and train self-leadership in order to develop critical thinking skills (Ay et al., 2015), as well as developing the creative ability to manage problems (DiLiello & Houghton, 2006).

1.11. Intention to quit

In this work, the intention to leave is considered as a possible variable for an employee who is not satisfied in the organization and, in some way, puts the possibility of thinking about leaving the same. The exit intention is a behavior that organizations have to be very attentive to, as there is evidence that in work groups where this behavior exists, much less is produced (Argote, Insko, Yovetich & Romero, 1995), so the importance attributed to it is mainly explained by the impact it can cause in terms of the overall decrease in an organization's productivity, efficiency and profits (Larkin, 1995; Huang, Lawler & Lei, 2007). as a possible variable for an employee who is not satisfied in the organization and, in some way, puts the possibility of thinking about leaving the same. There are several reasons that lead individuals to want to leave their job, such as characteristics of the work itself, organizational environment, labor relations, type of leadership, issues intrinsic to employees, expectations, existence of alternatives external to the organization, among others. (Porter & Steers, 1973).

As predictors of the intention to leave, it is important to highlight identification with the organization, job satisfaction, perception of fair remuneration and benefits, working conditions, such as working hours and issues related to tasks and functions, conflicts, role overload and ambiguity, difficulty in reconciling work and family, and opportunities for training and skills development (e.g., Layne, Hohenshil & Singh, 2004; Ferreira & Siqueira, 2005). Thus, although it is a behavior associated with numerous psychological concepts (e.g., Porter & Steers, 1973; Ferreira & Siqueira, 2005), this phenomenon is far from being fully understood, especially in the current organizational world in crisis.

CHAPTER II – Model proposed for the study and contextualization

2.1. Model proposed

From the analysis of texts, studies and legislation indicated in the bibliography, as well as reports produced by national and international, many of them carried out during the Covid-19 pandemic, we intend to answer the following questions via the proposed model:

H1: Behavioral awareness and volition, task motivation and constructive cognition predict intention to quit;

H2: Job satisfaction predicts for intention to quit;

H3: PsyCap predict intention to quit;

H4: Behavioral awareness and volition, task motivation and constructive cognition positively predict teleworking attitudes;

H5: Job satisfaction positively predicts teleworking attitudes.

H6: PsyCap positively predicts teleworking attitudes.

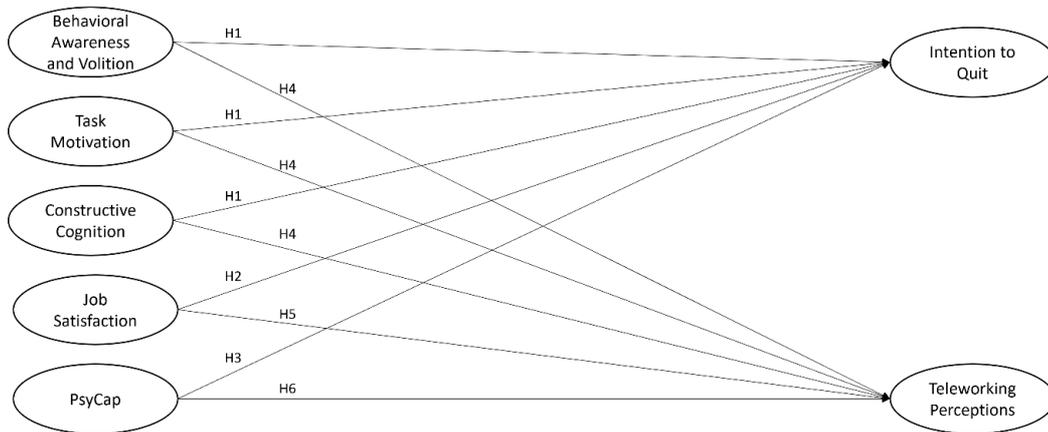


Figure 1. Hypotheses diagram

2.2. Model contextualization

Flexible working allows companies to hire and retain employees who value the ability to respond to family demands, while also allowing everyone to have control over the time, place and way they work (Mulki et al., 2009). But teleworking is not valued by all people in the same way, and they have added several factors in order to be perceived in a positive way, as there are several psychological, positive and negative aspects associated with remote work that must be taken into account (Grant et al., 2013). Among them, the advantages of teleworking, among others, include the quality of life that it can provide to its workers, the quality relationship with the family, the reduction of costs and travel, and productivity (Althoff et al., 2021).

As disadvantages we can have, for example: career development, the interaction of work with the family, as barriers are often broken, such as the so-called frontier theory (Boland et al., 2020) or with the various interferences between the two worlds (Eddleston & Mulki, 2017) , and on the other hand

the conditions of the work place and the perception that other people perceive the impact that teleworking has on me (Mulki et al., 2009). Thus, with this work we intend to analyze on how positive psychological capital, self-leadership and job satisfaction predict positive attitudes towards telecommuting and intentions to quit from the current company.

With this study, and considering the hypotheses referred in the model (Figure 1), we intend to understand if higher PsyCap levels are associated to undesirable attitudes in the optic of the company (such as quitting intentions), attitudes that can present themselves as consequences of the psychosocial risks present in any work context.

CHAPTER III – Method

3.1. Sample

In this cross-sectional study, a convenience (non-probability) sample was obtained. A total of 413 invitations, of which 63% of responses were obtained (261 workers). Of these, 240 were completed all the answers. The sample was obtained from a private company in the retail area, El Corte Inglés — Grandes Armazéns SA, which allowed workers in areas where teleworking is possible, the opportunity to participate in this study.

3.2. Procedure

For data collection, the free software *LimeSurvey* (LimeSurvey GmbH, 2021) was used. The survey consisted of five psychometric instruments pertaining the following constructs: intention to quit, job satisfaction, PsyCap, self-leadership, attitudes towards telework. Sociodemographic questions were also included such as: age, sex, marital status, number of children, and academic level. A pilot study was conducted to guarantee the adequacy of the platform, the comprehensibility of the items, and estimation of the average time of fulfilment.

Participants were asked invited to participate in the study (Appendix I), guaranteeing their anonymity regarding their identification and confidentiality in the responses. The participants were firstly presented with the digital informed consent, which after being accepted, granted the continuity of the participation. (Appendix II). The researchers who developed the questionnaire and data collection were always available to help clarify any doubts that might arise regarding the questions addressed in the questionnaire. Data collection was carried out in November 2021, between the 3rd and the 23rd.

3.3. Measures

In this investigation, several psychometric instruments were used, such as: Intention to Quit Scale (IQS), Short Index of Job Satisfaction (SIJS), CPC-12 (Compound-Psychological-Capital questionnaire), Abbreviated Self-Leadership Questionnaire (ASLQ-9), and Attitudes Toward Teleworking (ATT).

3.3.1. Intention to Quit Scale

To measure the intention to quit, 5 items were used, through the psychometric instrument IQS, using a Likert-type scale from 1 “Strongly disagree” to 7 “Strongly agree” (Wayne et al., 1997). Examples of items are: “As soon as I find a better job, I will leave this company / institution.”; and “I am actively looking for a new job outside of my current company / institution.”.

3.3.2. Job satisfaction

To measure job satisfaction, 5 items were used, through the SIJS instrument, using a Likert-type scale from 1 “Strongly Disagree” to 5 “Strongly Agree” (Sinval &, Marôco, 2020). Examples of items are: “I feel fairly satisfied with my present job”; and “Most days I am enthusiastic about my work”.

3.3.3. Psychological Capital

Psychological capital was measured using the CPC-12 scale (Lorenz et al, 2016), it consists of 12 items, divided into four first-order dimensions: hope (three items), self-efficacy (three items), resilience (three items) and optimism (three items). Examples of items are: “If I find myself in a difficult situation, I can think of several ways to get out of it”; “I can think of several ways to achieve my personal goals”; and “I look forward to the life that lies ahead”. Respondent’s answer using a 6-point ordinal response format ranging from 1 “Strongly disagree” to 6 “Strongly agree”.

3.3.4. Self-leadership

Self-leadership was assessed using the ASQL-9 composed of 9 items, answered using an ordinal response scale from 1 “Not at all correct” to 5 “Completely correct” (Houghton, Dawley, & DiLiello, 2012). Examples of items are: “I work toward specific goals I have set for myself.”; and “When I have successfully completed a task, I often reward myself with something I like.”. The ASQL-9 defines self-leadership as three first-order factors: behavioral awareness and volatility, task motivation, and constructive cognition (all measured with three items each).

3.3.5. Perception of telework

To measure the perception of telework, the ATT was used (31 items) with a Likert answer — scale from 1 “Totally disagree” to 5 “Totally agree”. Examples of items are: “My I can avoid interruptions at the office and get work done faster”; and “I can save on commuting time”.

The ATT psychometric instrument has questions related to the advantages and disadvantages of teleworking. The advantages contain questions about quality of life at work (5 items), relationship with family (4 items), commuting costs (3 items) and productivity (4 items). Regarding the disadvantages: career development (5 items), home-work interface (4 items), workspace (3 items) and impact on others (3 items).

3.4 Data Analysis

The *skimr* package (McNamara et al, 2021) was used to obtain several descriptive statistics, the coefficient of variation (CV) was calculated using the *sjstats* package (Lüdtke, 2019), and the standard error of the mean (SEM) was estimated by the package *plotrix* (Lemon, 2006). The mode was calculated using the *DescTools* package (Signorell et al., 2019). The skewness (*sk*; sample method) and the kurtosis (*ku*; sample excess method) were calculated using the *PerformanceAnalytics* package (Peterson, & Carl, 2020).

The dimensionality of the psychometric instruments was assessed using confirmatory factor, while the structural model was analyzed using full structural equation modeling, both via the *lavaan* package (Rosseel, 2012). The model fit was considered good for estimates above .95 on *NFI* (Normed Fit Index), *TLI* (Tucker–Lewis Index), and *CFI* (Comparative Fit Index). Values below .08 were considered good for *SRMR* (Standardized Root Mean Square Residual) and *RMSEA* (Root Mean Square Error of Approximation). The Weighted Least Squares Means and Variances (WLSMV) estimator was used to its adequacy to the categorical nature of the manifest variables.

To assess the evidence of reliability of the first-order factors, internal consistency estimates were used: the ordinal α (Peters, 2018) and the ω estimators (McDonald, 1999). Ordinal α and ω values $\geq .7$ are indicative of acceptable reliability evidence (in terms of internal consistency). For the second-order internal consistency estimates the $\omega_{\text{partial } L1}$, ω_{L2} , and ω_{L1} were estimated. The *semTools* package (Jorgensen et al., 2021) was used to obtain the internal consistency estimates.

CHAPTER IV - RESULTS

4.1 Sample Descriptive Statistics

According to Table 1, we can verify the heterogeneity of the group where the frequency of female sex is higher (65.6%) than the male one. The mean age was 38.6 ($SD = 8.74$) years; 58% of respondents are

married or cohabiting; 40.1% of respondents do not have children; 55.8% of respondents hold a bachelor's, or a postgraduate degree.

Table 1 - Sample's sociodemographic characteristics (n = 262)

	Female (n = 172)	Male (n = 87)	Total (n = 262)
Age (years)			
Mean (SD)	38.7 (8.58)	38.3 (9.10)	38.6 (8.74)
Median [Min, Max]	40.0 [20.0, 59.0]	38.0 [21.0, 61.0]	40.0 [20.0, 61.0]
Missing	0 (0%)	0 (0%)	3 (1.1%)
Marital Status			
Divorced	14 (8.1%)	4 (4.6%)	18 (6.9%)
Married or Cohabiting	101 (58.7%)	51 (58.6%)	152 (58.0%)
Never Married	54 (31.4%)	31 (35.6%)	85 (32.4%)
Widowed	1 (0.6%)	0 (0%)	1 (0.4%)
Separated	2 (1.2%)	1 (1.1%)	3 (1.1%)
Missing	0 (0%)	0 (0%)	3 (1.1%)
Number of Children			
Four or more	2 (1.2%)	1 (1.1%)	3 (1.1%)
None	60 (34.9%)	45 (51.7%)	105 (40.1%)
One	56 (32.6%)	16 (18.4%)	72 (27.5%)
Three	11 (6.4%)	5 (5.7%)	16 (6.1%)
Two	43 (25.0%)	20 (23.0%)	63 (24.0%)
Missing	0 (0%)	0 (0%)	3 (1.1%)
Academic Level			
High school, vocational education or lower	58 (33.7%)	28 (32.2%)	86 (32.8%)
Unfinished graduation	19 (11.0%)	8 (9.2%)	27 (10.3%)
Graduation	70 (40.7%)	29 (33.3%)	99 (37.8%)
Post-graduation (not master neither Ph. D.)	12 (7.0%)	7 (8.0%)	19 (7.3%)
Master	11 (6.4%)	15 (17.2%)	26 (9.9%)
Ph. D.	2 (1.2%)	0 (0%)	2 (0.8%)
Missing	0 (0%)	0 (0%)	3 (1.1%)

Table 2 shows that work modalities were very heterogeneous, but the participants who want and value a hybrid system stand out (corresponding to 72.1%). The sample of work modalities is

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characterized by a sample of seniority in the organization with an average of 11.8 years. Before the pandemic, 86.6% of the workers of this company had not tried teleworking, 56% of these workers are in the support area and want and value a hybrid system.

Table 2 - Sample's work, and job-related characteristics (n = 262)

	Female (n = 172)	Male (n = 87)	Total (n = 262)
Seniority at the current organization (years)			
Mean (SD)	12.0 (7.97)	11.4 (8.13)	11.8 (8.01)
Median [Min, Max]	15.0 [0, 33.0]	13.0 [0, 25.0]	14.0 [0, 33.0]
Missing	0 (0%)	0 (0%)	1 (0.4%)
Previous experience with teleworking			
No	151 (87.8%)	74 (85.1%)	227 (86.6%)
Yes	21 (12.2%)	13 (14.9%)	34 (13.0%)
Missing	0 (0%)	0 (0%)	1 (0.4%)
Teleworking modality			
Telework (100%)	10 (5.8%)	6 (6.9%)	16 (6.1%)
Telework with occasional trips to the workplace	32 (18.6%)	14 (16.1%)	46 (17.6%)
Telework with regular trips to the workplace (1 or 2 times a week)	51 (29.7%)	23 (26.4%)	74 (28.2%)
Telework rotating	45 (26.2%)	23 (26.4%)	69 (26.3%)
Face-to-face work	34 (19.8%)	21 (24.1%)	56 (21.4%)
Missing	0 (0%)	0 (0%)	1 (0.4%)
Teleworking modality defined by:			
Defined by me and the boss	62 (36.0%)	32 (36.8%)	96 (36.6%)
Defined by management	88 (51.2%)	47 (54.0%)	135 (51.5%)
Defined by me and validated by management	22 (12.8%)	8 (9.2%)	30 (11.5%)
Missing	0 (0%)	0 (0%)	1 (0.4%)
Occupational Group			
Armed Forces Occupations	0 (0%)	0 (0%)	0 (0%)
Clerical Support Workers	106 (61.6%)	41 (47.1%)	147 (56.1%)
Managers	20 (11.6%)	14 (16.1%)	35 (13.4%)
Professionals	9 (5.2%)	5 (5.7%)	14 (5.3%)
Technicians and Associate Professionals	17 (9.9%)	14 (16.1%)	31 (11.8%)
Craft and Related Trades Workers	0 (0%)	1 (1.1%)	1 (0.4%)
Elementary Occupations	0 (0%)	0 (0%)	1 (0.4%)
Plant and Machine Operators and Assemblers	0 (0%)	0 (0%)	0 (0%)
Services and Sales Workers	20 (11.6%)	12 (13.8%)	32 (12.2%)

	Female (n = 172)	Male (n = 87)	Total (n = 262)
Skilled Agricultural, Forestry and Fishery Workers	0 (0%)	0 (0%)	0 (0%)
Missing	0 (0%)	0 (0%)	1 (0.4%)

4.2 Measurement Model

4.2.1 Items' distributional properties

All items of all psychometric instruments presented acceptable distributional properties, without severe univariate normality violations (i.e., $|sk| \leq 3$, and $|ku| \leq 7$) except for ATT's item 10 ($sk = -3.43$; $ku = 12.42$). All IQS' items presented the full range of possible answers (i.e., 1 to 7), as did the SIJS' items (i.e., 1 to 5). In the case of the ASLQ-9 items, only the item 2 did not present the full range of possible answers. The ATT items had answers for all possible answer points, while the CPC-12 not.

The descriptive statistics of the used psychometric instruments items are presented in Table 3.

Table 3 — Items' distributional properties (n = 262)

Item	<i>N</i> _{missing}	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>P</i> ₂₅	<i>Mdn</i>	<i>P</i> ₇₅	<i>Max</i>	Histogram	<i>SEM</i>	<i>CV</i>	<i>Mode</i>	<i>sk</i>	<i>ku</i>
<i>IQS</i>														
Item 1	0	2.91	1.83	1	1.00	2	4.00	7		0.11	0.63	1	0.75	-0.48
Item 2	0	1.92	1.47	1	1.00	1	2.00	7		0.09	0.76	1	1.83	2.82
Item 3	0	1.92	1.47	1	1.00	1	2.00	7		0.09	0.77	1	1.87	2.95
Item 4	0	2.17	1.68	1	1.00	1	3.00	7		0.10	0.78	1	1.53	1.31
Item 5	0	3.00	1.80	1	1.00	2	4.00	7		0.11	0.60	1	0.62	-0.66
<i>SIJS</i>														
Item 1	0	3.79	0.99	1	3.00	4	4.00	5		0.06	0.26	4	-0.81	0.63
Item 2	0	3.93	0.82	1	3.25	4	4.00	5		0.05	0.21	4	-0.67	0.58
Item 3	0	3.92	1.07	1	3.00	4	5.00	5		0.07	0.27	5	-0.83	-0.07
Item 4	0	3.67	0.98	1	3.00	4	4.00	5		0.06	0.27	4	-0.62	0.26
Item 5	0	4.66	0.73	1	5.00	5	5.00	5		0.04	0.16	5	-2.46	5.92
<i>CPC-12</i>														
Item 1	0	5.05	0.71	2	5.00	5	5.00	6		0.04	0.14	5	-0.78	1.93
Item 2	0	4.16	0.93	1	4.00	4	5.00	6		0.06	0.22	4	-0.53	0.83
Item 3	0	4.79	0.74	1	4.00	5	5.00	6		0.05	0.15	5	-0.62	2.04
Item 4	0	4.90	0.94	1	4.00	5	6.00	6		0.06	0.19	5	-1.13	2.13
Item 5	0	4.98	0.85	2	4.00	5	6.00	6		0.05	0.17	5	-0.50	-0.24
Item 6	0	5.26	0.94	1	5.00	6	6.00	6		0.06	0.18	6	-1.57	3.10
Item 7	0	4.76	1.05	1	4.00	5	5.00	6		0.06	0.22	5	-1.04	1.60

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Item	<i>N_{missing}</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>P₂₅</i>	<i>Mdn</i>	<i>P₇₅</i>	<i>Max</i>	Histogram	<i>SEM</i>	<i>CV</i>	<i>Mode</i>	<i>sk</i>	<i>ku</i>
Item 8	0	4.87	0.84	1	5.00	5	5.00	6		0.05	0.17	5	-1.82	6.39
Item 9	0	4.28	1.25	1	4.00	4	5.00	6		0.08	0.29	4	-0.44	-0.44
Item 10	0	4.87	0.78	2	5.00	5	5.00	6		0.05	0.16	5	-0.89	1.57
Item 11	0	5.18	0.65	3	5.00	5	6.00	6		0.04	0.13	5	-0.45	0.33
Item 12	0	4.96	0.75	2	5.00	5	5.00	6		0.05	0.15	5	-0.76	1.14
<i>ASLQ-9</i>														
Item 1	0	4.27	0.67	1	4.00	4	5.00	5		0.04	0.16	4	-1.01	2.64
Item 2	0	4.25	0.69	2	4.00	4	5.00	5		0.04	0.16	4	-0.73	0.72
Item 3	0	4.19	0.80	1	4.00	4	5.00	5		0.05	0.19	4	-0.90	0.81
Item 4	0	4.00	0.82	1	4.00	4	5.00	5		0.05	0.21	4	-1.05	1.87
Item 5	0	3.80	0.97	1	3.00	4	4.00	5		0.06	0.25	4	-1.00	1.13
Item 6	0	2.46	1.18	1	1.00	3	3.00	5		0.07	0.48	3	0.25	-0.93
Item 7	0	3.68	1.13	1	3.00	4	5.00	5		0.07	0.31	4	-0.53	-0.48
Item 8	0	3.68	1.00	1	3.00	4	4.00	5		0.06	0.27	4	-0.78	0.46
Item 9	0	3.62	1.07	1	3.00	4	4.00	5		0.07	0.30	4	-0.75	0.10
<i>ATT</i>														
Item 1	0	3.67	1.23	1	3.00	4	5.00	5		0.08	0.34	5	-0.53	-0.74
Item 2	0	4.12	1.01	1	3.00	4	5.00	5		0.06	0.25	5	-1.01	0.43
Item 3	0	3.90	1.09	1	3.00	4	5.00	5		0.07	0.28	5	-0.83	0.07
Item 4	0	3.45	1.38	1	3.00	3	5.00	5		0.09	0.40	5	-0.46	-0.92
Item 5	0	4.27	0.96	1	4.00	5	5.00	5		0.06	0.23	5	-1.31	1.12
Item 6	0	3.65	1.20	1	3.00	4	5.00	5		0.07	0.33	3	-0.55	-0.39
Item 7	0	3.46	1.16	1	3.00	3	5.00	5		0.07	0.34	3	-0.27	-0.40
Item 8	0	3.23	1.08	1	3.00	3	4.00	5		0.07	0.33	3	-0.07	0.07
Item 9	0	3.95	1.14	1	3.00	4	5.00	5		0.07	0.29	5	-0.75	-0.23
Item 10	0	4.80	0.60	1	5.00	5	5.00	5		0.04	0.13	5	-3.43	12.42
Item 11	0	4.49	0.93	1	4.00	5	5.00	5		0.06	0.21	5	-1.96	3.25
Item 12	0	4.29	1.12	1	4.00	5	5.00	5		0.07	0.26	5	-1.54	1.43
Item 13	0	4.27	0.95	1	4.00	5	5.00	5		0.06	0.22	5	-1.21	0.77
Item 14	0	4.13	1.05	1	4.00	4	5.00	5		0.06	0.25	5	-1.14	0.63
Item 15	0	3.84	1.17	1	3.00	4	5.00	5		0.07	0.30	5	-0.89	0.06
Item 16	0	3.32	1.32	1	2.00	3	4.00	5		0.08	0.40	3	-0.28	-0.97
Item 17	0	3.65	1.19	1	3.00	4	5.00	5		0.07	0.33	5	-0.43	-0.77
Item 18	0	3.65	1.19	1	3.00	4	5.00	5		0.07	0.33	5	-0.46	-0.79
Item 19	0	3.64	1.21	1	3.00	4	5.00	5		0.07	0.33	5	-0.34	-0.92
Item 20	0	3.83	1.17	1	3.00	4	5.00	5		0.07	0.30	5	-0.63	-0.59

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Item	<i>N_{missing}</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>P₂₅</i>	<i>Mdn</i>	<i>P₇₅</i>	<i>Max</i>	Histogram	<i>SEM</i>	<i>CV</i>	<i>Mode</i>	<i>sk</i>	<i>ku</i>
Item 21	0	3.49	1.24	1	3.00	4	5.00	5		0.08	0.36	5	-0.31	-0.96
Item 22	0	4.12	1.20	1	4.00	5	5.00	5		0.07	0.29	5	-1.24	0.43
Item 23	0	4.13	1.13	1	4.00	5	5.00	5		0.07	0.27	5	-1.28	0.79
Item 24	0	4.52	0.80	1	4.00	5	5.00	5		0.05	0.18	5	-1.90	3.92
Item 25	0	3.33	1.27	1	3.00	3	4.75	5		0.08	0.38	3	-0.24	-0.76
Item 26	0	3.14	1.32	1	2.00	3	4.00	5		0.08	0.42	3	0.01	-1.06
Item 27	0	2.60	1.20	1	2.00	3	3.00	5		0.07	0.46	3	0.41	-0.45
Item 28	0	2.92	1.25	1	2.00	3	4.00	5		0.08	0.43	3	0.17	-0.75
Item 29	0	4.68	0.78	1	5.00	5	5.00	5		0.05	0.17	5	-2.59	6.54
Item 30	0	3.55	1.26	1	3.00	3	5.00	5		0.08	0.35	5	-0.30	-0.97
Item 31	0	4.60	0.78	1	4.00	5	5.00	5		0.05	0.17	5	-2.16	4.18

4.2.2 Dimensionality

The measurement model revealed a good fit to the data ($\chi^2_{(1,794)} = 3,012.156, p < .001, n = 262, \chi^2/df = 1.679, NFI = .950, CFI = .979, TLI = .978, SRMR = .079, RMSEA = .051, P(\text{rmsea} \leq .05) = .298, 90\% \text{ CI } [.048; .054]$) with the lowest factor loading being observed in SIJS' item 2 ($\lambda = .324$). None of the items were removed.

4.2.3 Reliability of the scores: Internal Consistency

The reliability of the scores was globally good for all instruments in terms of first-order internal consistency: IQS ($\alpha_{ord} = .95; \omega = .93$); SIJS ($\alpha_{ord} = .81; \omega = .78$), ALSQ-9 ($\alpha_{ord \text{ BAV}} = .83; \omega_{BAV} = .76; \alpha_{ord \text{ TM}} = .62; \omega_{TM} = .69; \alpha_{ord \text{ CC}} = .84; \omega_{CC} = .80$). The CPC-12 items presented satisfactory internal consistency values ($\omega_{L2} = .94; \omega_{L1} = .82; \omega_{\text{partial } L1} = .89$). The ATT “advantages” second-order latent variable revealed good estimates of internal consistency ($\omega_{L1} = .88; \omega_{L2} = .98; \omega_{\text{partial } L1} = .95$) as did the “disadvantages” second-order latent variable ($\omega_{L1} = .68; \omega_{L2} = .83; \omega_{\text{partial } L1} = .88$), the third-order latent variable “teleworking” revealed acceptable internal consistency estimates ($\omega_{L2} = .73$)

4.3 Structural model

The structural model displayed an excellent fit to the data ($\chi^2_{(1,794)} = 3,012.156, p < .001, n = 262, \chi^2/df = 1.679, NFI = .950, CFI = .979, TLI = .978, SRMR = .079, RMSEA = .051, P(\text{rmsea} \leq .05) = .298, 90\% \text{ CI } [.048; .054]$). The path from PsyCap to teleworking attitudes was statistically significant (H6; $\beta_{\text{Teleworking} \leftarrow \text{PsyCap}} = 0.374; p < .001$). The path from PsyCap to intention to quit also presented a statistically significant effect (H3; $\beta_{\text{Intention to quit} \leftarrow \text{PsyCap}} = 0.148; p = .047$). Another of the hypothesized paths that revealed a statistically significant effect was the path from job satisfaction to intention to quit (H2;

$\beta_{intention\ to\ quit \leftarrow job\ satisfaction} = 0.815, p < .001$). None of the other paths in the hypotheses diagram presented a statistically significant effect (Figure 2). The dependent variables presented moderate ($r^2_{teleworking} = .15$) to very large ($r^2_{intention\ to\ quit} = .59$) values of explained variance (Cohen, 1988).

Table 4 displays the standardized factor weights (β) and their 95% confidence intervals.

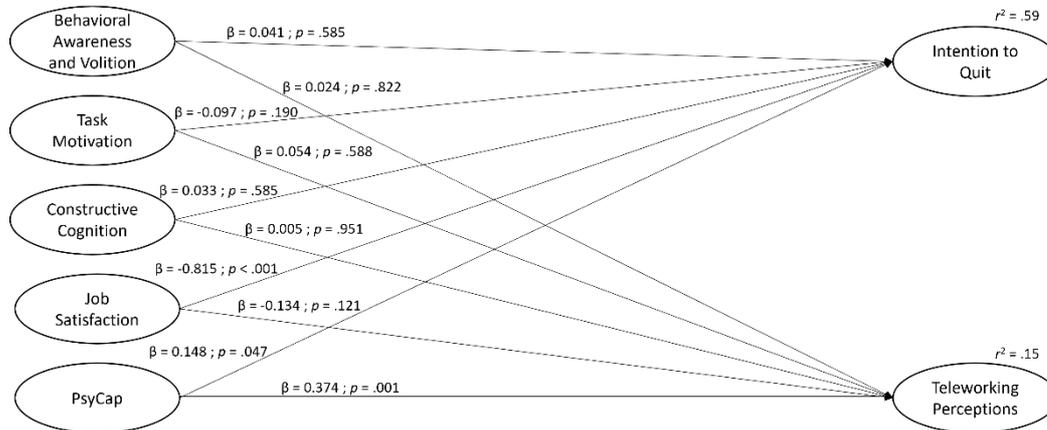


Figure 2. Path diagram

Table 4- Structural model paths

Path	B	SE	Z	β	p	95% CI [
Teleworking <- Psychological Capital	0.407	0.128	3.188	.374	0.001] 0.157; 0.657[
Teleworking <- Job Satisfaction	-0.146	0.094	-1.550	-.134	0.121] -0.330; 0.039[
Teleworking <- Behavioral Awareness and Volition	0.026	0.117	0.225	.024	0.822] -0.204; 0.256[
Teleworking <- Task Motivation	0.058	0.108	0.542	.054	0.588] -0.153; 0.269[
Teleworking <- Constructive Cognition	0.006	0.094	0.062	.005	0.951] -0.179; 0.191[
Intention to quit <- Psychological Capital	0.232	0.117	1.988	.148	0.047] 0.003; 0.460[
Intention to quit <- Job Satisfaction	-1.277	0.143	-8.941	-.815	< 0.001] -1.557; -0.997[
Intention to quit <- Behavioral Awareness and Volition	0.065	0.119	0.547	.041	0.585] -0.168; 0.298[
Intention to quit <- Task Motivation	-0.152	0.116	-1.311	-.097	0.190] -0.380; 0.075[
Intention to quit <- Constructive Cognition	0.052	0.096	0.546	.033	0.585] -0.136; 0.241[

CHAPTER V - DISCUSSION OF RESULTS AND CONCLUSIONS

The world of work has undergone profound transformations, from the industrial revolution in the 18th century to the technological and digital explosion that we have recently experienced. The pandemic has taught us many lessons that have changed the future of organizations, where topics such as mental health, well-being and new ways of working have gained a decisive role in the employee experience, creating more challenges for companies in the way they attract and retains, as well as the conditions they offer their people to achieve good performance and how they develop their potential.

Thus, we have entered the era of collaborative culture focused on human beings, where organizations are adjusting their policies, creating a relationship of trust and empathy with their

employees. The most pressing issue is to rethink current working models, making the best use of technology, globalization, and hybrid models, which guarantee greater flexibility and conciliation between professional and personal life.

Nowadays teleworking is seen as an alternative to face-to-face work, as it offers many advantages, namely a better balance between workers' professional and personal lives. But for this change to be successful and have less risk, it requires resilience from the organization and, above all, from the workers. It is important to measure the employee's ability to adapt to adverse situations, be able to manage stress and remain motivated. In a study conducted a year ago, *Rising Resilient Report (2021)*, only 32% of workers worldwide are resilient. Rethinking the work model requires that the worker's voice must be heard and respected, because it will be their motivation that in the end will dictate the true capacity for resilience.

With the complexity of the challenges that organizations face, whether with the adaptation to constant changes, such as the shortage of talent and knowledge, makes it possible to look differently at retaining the individual potential of each person, fostering their organizational commitment.

New forms perspectives and constructs of positive organizational behavior and psychology (like PsyCap) are beginning to deserve more and more attention and to be proposed as a source of competitive advantage for organizations.

Psychological capital can be measured, developed, and managed effectively to improve individual and organizational performance, as well as greater personal fulfilment. There is strong empirical evidence that people with higher levels of positive psychological capital have greater resistance to stress (Avey et al., 2009), greater psychological well-being (Avey et al., 2010) and better individual performance (Avey et al., 2010; Peterson et al., 2011).

PsyCap is considered a means of empowering people who are part of organizations in order to be able to withstand the challenges of today's dynamic and global environments, being a trigger of psychological well-being, as well as an enhancer of organizational positivity, and a source of competitive advantage. There is strong empirical evidence that this determines lower abandonment intentions and less effective abandonment (Meyer et al., 2002) and that, on the contrary, when the affective component is the strongest, there is a strong desire to remain in the organization associated with it. positive emotions, and better individual performance (Riketta, 2002).

The literature shows that PsyCap and job satisfaction have a positive correlation with professional and organizational performance, suggesting that it is important to reinforce these components through adequate human resources policies. Organizations, by using and promoting increased levels of PsyCap and job satisfaction, encourage appropriate behaviors and better results, as well as helping to eliminate fewer desirable behaviors and results.

In the presented structural model, we verified that of the hypothetical paths, only three presented statistically significant data (H2, H3 and H6). Regarding hypothesis H2, job satisfaction to predictor of quitting intentions, results enhance the importance of the global job satisfaction in protecting from developing intentions to quit. Job satisfaction was showed to be positively related with work engagement, openness toward organizational change, quality of work life, and negatively related to burnout (Sinval & Marôco, 2020; Sinval et al., 2021). Job satisfaction is associated with personal and professional fulfillment. It is important to have good support from the organization in terms of leadership style, empowerment and organizational support, the members of the organization value being involved in the decision-making process, receiving training, having recognition, the possibility of career progression. Autonomy and accountability are two highly valued variables that managers should consider.

Regarding hypothesis H3, PsyCap to predicted intention to quit. The workers' PsyCap produces more positive attitudes and emotions (satisfaction, affective commitment, happiness), and makes it difficult for negative attitudes and behaviors to appear (cynicism, turnover intentions, and deviant behaviors). The results show that workers, if they do not have these positive emotions together, are more easily led to negative behaviors and, in turn, consider the possibility of quitting.

Regarding hypothesis H6, PsyCap positively predicted attitudes towards telework. It can be said that individuals with a higher PsyCap levels present greater resilience (one of its components) and expectedly higher openness toward organizational change. Workers in higher PsyCap will have more psychological resources to deal with the teleworking challenges/opportunities. Luthans et al. (2007) argued that individuals who enjoy high levels of positive PsyCap can enjoy high levels of these abilities (optimism, hope, resilience and self-efficacy/confidence), enjoy superior and more consistent performances.

Both H1, and H4 were not confirmed by the obtained results. It seems that self-leadership does not predict both the intention to quit, neither telework perceptions, since the focus of self-leadership is the development of extracting the best potential of everyone, thus, by taking control over their professional trajectory, they manage to develop the motivation and skills to achieve their goal, without interfering with the way of working practices, as it has a refined capacity for adaptation and resilience. When you are motivated and satisfied with your career path, you are less likely to think about quit the company.

Finally, job satisfaction did not predict telework perceptions H5, suggesting that the global level of satisfaction at work is not related with the positive/negative perceptions regarding teleworking, but to the positive emotional state of each worker, arising from their perception of their work experience according to their personal goals and values in life, which can be modified by internal or external forces at work, such as: personality traits, personal plans, status, recognition or level of autonomy.

It is necessary for organizations to put into practice strategies that create a healthy environment and that enhance the positive psychological capabilities of their workers, in addition to retaining current workers, they increase their ability to attract new candidates. Increasing quality of work life might also help to foster employees' positive behaviors as quality of work life is positively related to work engagement and negatively related to burnout scores (Sinval et al., 2020; Sinval et al., 2018). As PsyCap is oriented towards individual performance, its development in a work context seems to make sense, potentializing future workers' performance enhancements. Organizations composed of workers with high levels of PsyCap, by benefiting from better individual performance, become more competitive, induce higher levels of individual happiness, which in turn lead to excellent performance, bringing many benefits to the organization.

When individuals in an organization perform better, they gain self-confidence and make more positive attributions about their present and future success, feel more competent and increase their motivation and exchange of knowledge and information with their managers, and results in greater job satisfaction. Leaders are advised to find ways to increase PsyCap, trust and personal performance through, for example, sharing information, involving employees in the decision-making process and generally being ethical, open, and truthful in dealing with their employees. In this way, it will be possible to enhance job satisfaction.

5.1. Limitations and future research

The existing sample was considered viable and consistent for the development of this work. However, it represents 63% of the number of people able to respond to the questionnaire. The obtained convenience non-probability sample comes from one single company, generalizations should be cautioned. The study is purely correlational, as no causal relations can be extracted.

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APPENDIX I

Boa tarde,

No âmbito de uma dissertação de Mestrado que estou a terminar neste momento, gostaria de solicitar a tua participação num questionário sobre o teletrabalho. Estou a defender um sistema híbrido nas funções que assim o permitem, e estou a utilizar a nossa empresa como exemplo.

Este estudo está a ser realizado juntamente com dois orientadores do ISCTE, que vão utilizar estes dados gerais para congressos ou revistas científicas.

Este estudo tem como objetivo conhecer as perceções dos trabalhadores quanto ao seu trabalho. Permitirá ampliar o conhecimento que existe sobre capital psicológico e teletrabalho nas organizações e, deste modo, encontrar formas de melhorar os respetivos resultados e bem-estar dos trabalhadores.

Se concordares com a investigação, terás de responder a perguntas sobre assuntos de rotina na vida de um trabalhador. Não existem respostas certas ou erradas às questões colocadas, mas todas as respostas são importantes, pois queremos conhecer o teu ponto de vista sobre as diferentes áreas e experiências no trabalho. Não existem riscos significativos expectáveis associados à participação no estudo.

Como agradecimento pelo tempo a despenders, oferecemos um relatório comparativo das tuas respostas com o total das respostas de todos os participantes, que responderam no prazo de uma semana. Será uma oportunidade para refletir sobre as respostas que deste. Apesar de ter acesso a quem está a responder a este questionário, será garantido o sigilo, uma vez que necessito de utilizar dados gerais e não individuais.

A participação é voluntária mas gostaria de solicitar o teu apoio, pois quanto maior a amostra melhor a interpretação dos dados.

Envio link de acesso <https://rstudio-cld.ncg.ingrid.pt:8443/index.php/1178>

Obrigada!

Com os melhores cumprimentos,

Susana Silva

APPENDIX II

iscte BUSINESS SCHOOL

Carregar questionário não finalizado

TERMO DE CONSENTIMENTO LIVRE E ESCLARECIDO

Este estudo tem por objetivo conhecer as perceções dos trabalhadores quanto ao seu trabalho. Permitirá ampliar o conhecimento que existe sobre capital psicológico e teletrabalho nas Organizações e, deste modo, encontrar formas de melhorar os respetivos resultados e o bem-estar dos trabalhadores.

O estudo é coordenado por Susana Silva, João Aragão e Pina, e Jorge Sinval, que poderá contactar caso deseje colocar alguma dúvida ou partilhar algum comentário.

Se concordar com a investigação, terá de responder a perguntas sobre assuntos de rotina na vida de um trabalhador. Não existem respostas certas ou erradas às questões colocadas, mas todas as respostas são importantes, pois queremos conhecer o seu ponto de vista sobre diferentes áreas e experiências no trabalho. Não existem riscos significativos expectáveis associados à participação no estudo. Os itens foram desenvolvidos para serem igualmente entendidos por trabalhadores portugueses e brasileiros.

Como agradecimento pelo tempo que despende, oferecemos-lhe um relatório comparativo das suas respostas com o total de respostas de todos os participantes que responderem num prazo de 15 dias. Será uma oportunidade para refletir sobre as respostas que deu. Note, no entanto, que terá que disponibilizar o seu email para receber o relatório, mas a sua identidade será sempre mantida em sigilo. Pode solicitar a um dos coordenadores do estudo que o seu email seja removido da base de dados, bastando manifestar essa vontade.

A sua participação é voluntária, sendo livre para recusar-se a participar, retirar o seu consentimento ou interromper a participação a qualquer momento, sem que haja qualquer efeito. As informações recolhidas são confidenciais e somente serão utilizadas para a investigação científica. Os resultados deste trabalho somente poderão ser publicados em revistas científicas ou divulgados em locais de comunicação científica (congressos, por exemplo).

Cordialmente,
Susana Silva
João Aragão e Pina
Jorge Sinval

Observação:
- Em caso de dúvidas, entre em contato com um dos investigadores responsáveis:
Susana Silva (susana.silva@elcorteingles.pt)
João Aragão e Pina (joao.paulo.pina@iscte-iul.pt)
Jorge Sinval (jorge.sinval@iscte-iul.pt)