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Postgraduate Dissertation

Investigating the Impact of Remote Work on Job Satisfaction and
Employee Engagement: Empirical Evidence from Greek
Employees

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Patras, Greece, May 2026

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Abstract

Following the COVID-19 pandemic, remote and hybrid working arrangement implementation presents rapid growth, amidst on-going research debate regarding the effect of remote work on job satisfaction and employee engagement. This thesis examines the Greek organisational and business context, where empirical evidence remains limited, and it aims to investigate how remote work and its characteristics affect the two variables. Remote work is conceptually analysed as a multidimensional construct, while job satisfaction is considered both an outcome and an attitudinal mechanism. Employee engagement is studied as a motivational outcome affected by the availability of resources and related work demands. In this research a quantitative approach is followed based on a structured questionnaire aimed to Greek employees working under flexible working arrangements. The collected data of 165 Greek remote workers are analysed using PLS-SEM based on the proposed research model. Findings of this analysis suggest that remote work positively influences job satisfaction when supportive organisational conditions are met. Job satisfaction partially mediates the effect of remote work on employee engagement, while employee engagement is found to be influenced more by organisational support and work design than remote work alone. This study extends the remote and flexible working literature and provides evidence in support of the mediating role of job satisfaction within the Greek context. The derived practical implications highlight the importance of organisational support, boundary management and communication in achieving positive outcome regarding job satisfaction and employee engagement in remote frameworks. In conclusion, design quality and support are found to be essential for a successful remote work implementation, than a simple and ambiguous adaptation.

Keywords

Remote Work, Job Satisfaction, Employee Engagement, Flexible Work Arrangements, PLS-SEM.

Διερεύνηση της Επίδρασης της Εξ Αποστάσεως Εργασίας στην
Εργασιακή Ικανοποίηση και στη Δέσμευση των Εργαζομένων:
Εμπειρικά Στοιχεία από Έλληνες Εργαζομένους

Αριτζής Ραφαήλ

Περίληψη

Μετά την πανδημία COVID-19, η εφαρμογή απομακρυσμένων και υβριδικών μοντέλων εργασίας παρουσιάζει μια σημαντική αύξηση, ενώ παράλληλα υπάρχει μια συνεχιζόμενη ερευνητική συζήτηση σχετικά με τις επιπτώσεις της εξ αποστάσεως εργασίας στην εργασιακή ικανοποίηση και δέσμευση των εργαζομένων. Η παρούσα εξετάζει το ελληνικό οργανωσιακό και επιχειρηματικό πλαίσιο, για το οποίο η ερευνητική δραστηριότητα παραμένει περιορισμένη και αποσκοπεί στην διερεύνηση του τρόπου με τον οποίο η εξ αποστάσεως εργασία και τα επιμέρους χαρακτηριστικά της επηρεάζουν τις δύο υπό μελέτη μεταβλητές. Ενωσιολογικά, η εξ αποστάσεως εργασία αναλύεται ως μια πολυδιάστατη έννοια, ενώ η εργασιακή ικανοποίηση εξετάζεται τόσο ως αποτέλεσμα, όσο και ως στάση-μηχανισμός. Η εργασιακή δέσμευση μελετάται ως ένα αποτέλεσμα παρακίνησης που επηρεάζεται κυρίως από την ισορροπία των διαθέσιμων εργασιακών πόρων συναρτήσει των εργασιακών απαιτήσεων. Μεθοδολογικά, επιλέχθηκε η ποσοτική έρευνα με χρήση δομημένου ερωτηματολογίου που απευθύνεται στους Έλληνες εξ αποστάσεως εργαζόμενους. Τα συλλεχθέντα δεδομένα 165 εξ αποστάσεως εργαζόμενων αναλύθηκαν με την στατιστική μέθοδο PLS-SEM, στο προτεινόμενο ερευνητικό μοντέλο. Τα αποτελέσματα καταδεικνύουν ότι η εξ αποστάσεως εργασία επηρεάζει θετικά την εργασιακή ικανοποίηση, υπό την προϋπόθεση ύπαρξης οργανωσιακής υποστήριξης. Επιπλέον, η εργασιακή ικανοποίηση διαμεσολαβεί εν μέρει την σχέση μεταξύ εξ αποστάσεως εργασίας και δέσμευσης των εργαζομένων, ενώ η δέσμευση φαίνεται να επηρεάζεται σε μεγαλύτερο βαθμό από την οργανωσιακή υποστήριξη και τον σχεδιασμό της εργασίας παρά από την εξ αποστάσεως εργασία αυτή καθαυτή. Η εργασία συμβάλλει στην βιβλιογραφία που μελετά την ευέλικτη εργασία και υποστηρίζει ερευνητικά την διαμεσολαβητική ικανότητα της εργασιακής ικανοποίησης στην ελληνική πραγματικότητα. Η υποστήριξη από τον οργανισμό, η διαχείριση ορίων και η επικοινωνία είναι καταλυτικοί παράγοντες για την επίτευξη θετικών αποτελεσμάτων για τις δύο υπό μελέτη μεταβλητές στο εξ αποστάσεως περιβάλλον, ενώ η υποστήριξη και η σχεδίαση της εργασίας είναι κρίσιμες για την επιτυχή εισαγωγή της απομακρυσμένης εργασίας.

Λέξεις – Κλειδιά

Εξ αποστάσεως Εργασία, Εργασιακή Ικανοποίηση, Εργασιακή Δέσμευση, Ευέλικτη Εργασία, PLS-SEM.

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1. Introduction

Remote work has seen a rapid growth in recent years, especially during and after the COVID-19 pandemic. What initially started as an emergency response has now shifted to a permanent work arrangement, with many organisations adopting fully remote, hybrid or other flexible working models (Ploszaj et al., 2025). This expansion was initially implemented in specific industries, especially those associated with technology, but it is now no longer limited and is applied in many sectors affecting how employees work and communicate with one another. The remote working reality affects greatly the day-to-day life of employees and the operations of organisations affecting a series of factors for both (Başol & Çömlekçi, 2022).

The teleworking experience is different for each employee and should not be considered a homogeneous state for everyone, as each employee is affected by the positive and negative outcomes in a different way. The positive outcomes are generally considered as benefits and are linked with higher job satisfaction and well-being and include factors such as, autonomy, work-life balance, working hours flexibility and reduced commuting time (Kautish et al., 2025). On the contrary, the negative outcomes, or challenges, can increase the employees stress, reduce the sense of belonging and connection with the organisation and takes into account aspects as, increased monitoring, blurred work-life boundaries, social isolation and hindered communication (Dong et al., 2025). As catalyst in proper implementation of remote working, organisational management, is recognised and defines the perceived impact on employees.

Research interest in remote working environments focuses mainly around the outcomes on job satisfaction and employee engagement. The job satisfaction variable includes the employees' feelings regarding their working conditions, while engagement

engulfs their attitudes, levels of involvement and motivation when performing their work-tasks (Gašić et al., 2025). In teleworking proper managerial assistance can result in employees feeling satisfied and engaged, while poor implementation can reduce their motivation and performance (Mabkhot & Mubarak, 2024).

Remote work is extensively researched worldwide, but there is limited research on how it affects employees in Greece. The Greek economy includes many service and small-to-medium-sized businesses, where employee satisfaction and engagement are closely connected to business success and survival (Pinheiro & Palma-Moreira, 2025). With flexible working arrangements adoption growing in Greek business context, it is important to understand how these work arrangements influence employee attitudes and behaviour.

Based on the above, the present study examines how remote work and its characteristics affect job satisfaction and employee engagement in the Greek workforce. It aims to contribute to the existing literature and provide useful insights for businesses aiming to improve their remote work practices and employee outcomes.

1.1 Purpose of the Research

The literature review and the analysis of the articles revealed that there limited studies that investigate the relationship between remote work and employee satisfaction and engagement in the Greek context, as similar studies have attempted in foreign countries. Nevertheless, several Greek companies have begun to utilize various remote working arrangements to enhance their productivity and employee outcomes, increasing the importance of the present research (Pinheiro & Palma-Moreira 2025; Başol & Çömlekçi, 2022).

The research aims to analyse and explain the impact and relationship between remote work and employee satisfaction and engagement, to provide insights that can be utilised by small and medium-sized enterprises in the near future, across a wide range of business activities (Raj et al., 2023). To achieve this goal, the present research model is proposed, as it was found capable of investigating these variables and understanding the underlying mechanisms between them in a remote work environment.

1.2 Problem Definition

The sharp increase in introduction of remote work during the COVID-19 period and the shift from full remote work to other forms of flexible work subsequently has brought about major changes in the business world and by extension, to the work force (Belaid et al., 2025; Başol & Çömlekçi, 2022). Despite extensive research abroad on remote work and its impact on employee engagement and satisfaction, there is no extensive targeted research for the Greek region.

As a result, the relationship between remote work and the impact on employee engagement and satisfaction has not yet been clarified in the Greek reality, although abroad, numerous studies have shown that it has beneficial consequences for both employees and businesses (Mabkhot & Mubarak, 2024; Raj et al., 2023).

In particular, Greek business presents a peculiarity, as it includes several service businesses, a sector in which remote work is extensively applied, and their survival is closely linked to the satisfaction and engagement of their employees (Pinheiro & Palma-Moreira, 2025). This fact reinforces the need to investigate and clarify the above, simultaneously with the parallel estimated increase in remote working in various forms, in businesses in many sectors worldwide (Ploszaj et al., 2025).

1.3 Research Questions

The present study addresses questions that arise mainly from the literature review and the article selection and synthesis stage.

During the process of the literature review presented in the next chapter and the study of the existing literature on the field of research, the need arises to deepen and investigate the research focus regarding the variables of employee satisfaction and engagement in remote and flexible working settings. From the study of literature and the article research process, the following research questions arise:

1st Research Question

From which year onward did research interest began to emerge in studying remote work in relation to job satisfaction and employee engagement?

2nd Research Question

How does research interest in investigating the above factors vary from year to year?

3rd Research Question

Which are the most common methodological approaches in previous studies in this field?

Research question 3 forms the basis for the design and approach of this research, as the chosen method was based on the analysis of this research question.

4th Research Question

On which factor among job satisfaction and employee engagement does the research interest focus the most?

1.4 Research Contribution

The contribution of this study to the respective research field is twofold. On the one hand, this paper constitutes, through its bibliographic review, a source and motivation for other researchers, both with its content and with the provided guidance in the implementation and management of the methodology followed.

On the other hand, in this study, through the conducted research, data were collected from remote workers to draw conclusions about their satisfaction and engagement, as well as the characteristics of remote work that should be given special attention. As a result, useful conclusions were produced that can be used by businesses of various sizes and sectors, based in the country, in an effort to successfully adopt forms of remote working and increase the satisfaction and engagement levels of their employees, while increasing the understanding of the underlying mechanisms and boundary conditions for proper implementation.

1.5 Structure of the Study

The thesis includes five chapters in total. This chapter constitutes the introduction to the subject under study, making a brief reference to its content and its basic dimensions. Furthermore, the purpose of the research and the problem it aims to solve are analysed, defining the research questions and the thesis overall contribution.

The second chapter is the literature review. Initially, a detailed description and analysis of the Webster and Watson literature review methodology that was followed is carried out, while the analysis of the articles and the description of the central concepts of the topic is performed. The chapter closes with the conclusions of the review, presenting the reasons for choosing the methodology in this study.

In the third chapter, the purpose and objectives of the research are analysed and described, while the model that is followed and the research hypotheses that it supports are presented. Additionally, reference is made to the implemented data analysis method and its advantages that led to this selection.

The fourth chapter presents the results of the research data analysis, as well as its outcomes regarding the formulated hypotheses.

Concludingly, the fifth and last chapter compares and comments on the results of the research, in comparison to previous research, and lists the limitations and suggestions for future research.

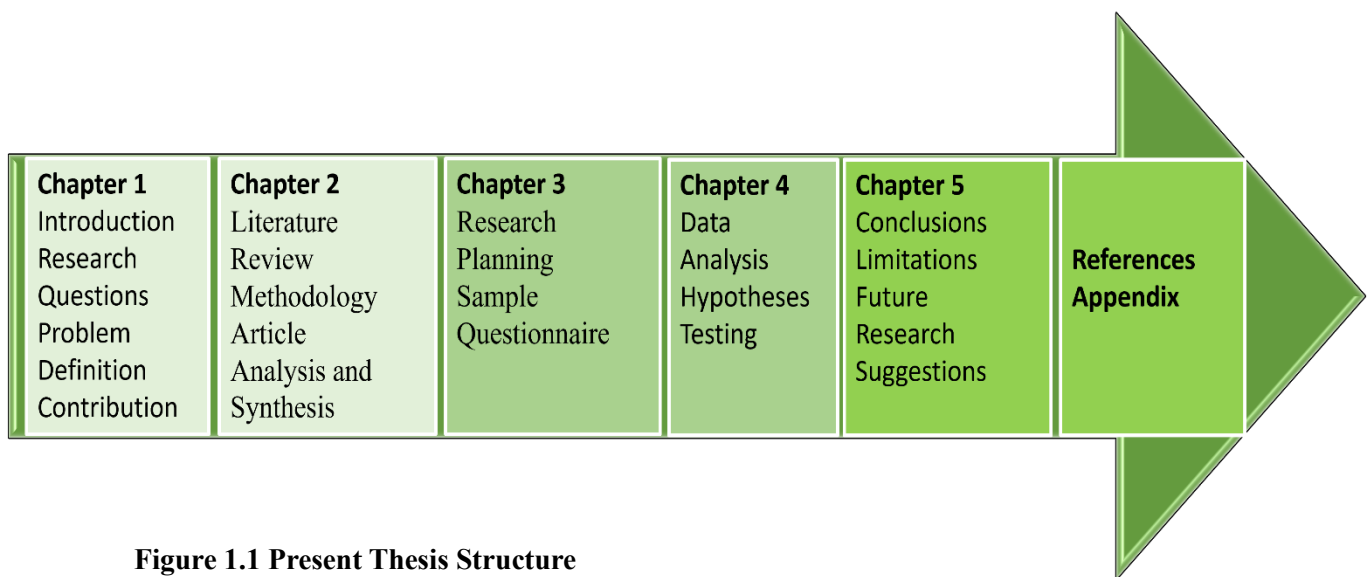


Figure 1.1 Present Thesis Structure

Note. Adapted from Kitsios (2005)

2. Literature Review

2.1 Introduction

This chapter aims to describe the methodological approach adopted in the present thesis and to highlight the importance of conducting a structured literature review. It also presents and analyses the individual steps of Webster and Watson's methodology and explains their application in the context of this study, in order to conduct the critical synthesis of the examined literature and to highlight contradictions, conversions and the theoretical gap this study aims to cover.

The current section is an introduction and a concise presentation of Webster and Watson's literature review method. The next section elaborates on the reviews methodology with a brief description of the individual stages and the suggested structure for reporting the review findings.

The third section outlines the three stages recommended by Webster and Watson (2002) in their literature review methodology. The process begins with the clarification and delineation of the problem that the literature review aims to analyse. In the first stage, the process of finding articles is described following a step-by-step algorithm. The steps include: i) defining the appropriate keywords, ii) selecting appropriate databases and research areas and iii) justifying and applying the inclusion and exclusion criteria. In the second stage, the Backward Search is applied to expand and complete the initial pool of selected literature to be analysed, by providing additional relevant studies. In the third and last stage, the Forward Research serves a similar purpose to the second stage, while also reporting the total number of studies included across stages.

The following section presents the analysis of the selected articles, utilizing a series of tables and diagrams to present their characteristics. Additionally a synthesis table

summarizing the central themes is included, derived from the analysis of the selected articles, which outlines the main concepts of this study, providing alternative definitions, finding contradictions and the mechanisms through which remote work affects the two dependent variables.

The final section of this chapter contains the conclusions of the literature review and presents the findings and the limitations based on Webster and Watson's methodology.

2.2 Webster and Watson's Methodology

This study utilizes the methodological approach for literature reviews suggested by Webster and Watson (2002). This method focuses on the systematic examination of the existing literature and on an extensive and analytical process to develop a rigorous literature review.

According to Webster and Watson (2002), researching a topic bibliographically is accomplished through a three-stage process. The required actions are searching for articles in relevant databases, conducting the backward and forward searches, and lastly, analysing and synthesising the selected literature derived from the previous steps.

The implementation of the first stage involves an initial general search on the selected topic primarily through previous literature reviews. By starting these reviews the researcher can define the relevant keywords, select research databases, and determine the criteria for further literature examination.

The following step, the backward search, enables the researcher to expand the pool of the selected literature by examining the bibliographies of the selected articles to identify and include additional relevant studies. The last step of the method is the forward search. In this step the researcher examines the articles that cite the studies selected in the first stage. This allows the expansion of the selected literature body, enabling a more complete

investigation of the topic. The process ends when the main concepts of the study are defined and no new concepts emerge.

After completing the selection and evaluation of the articles to be used, the researcher conducts the analysis and the critical synthesis of the body of literature. Specifically, the articles are divided into groups based on the central themes or ideas that govern the topic, which are then briefly described. To facilitate the researcher's work and enhance understanding of the process and outcomes, Webster and Watson (2002) suggest the use of the following tables.

Table 1. Approaches to Literature Reviews	
Concept-centric	Author-centric
Concept X ... [author A, author B, ...]	Author A ... concept X, concept Y, ...
Concept Y ... [author A, author C, ...]	Author B ... concept X, concept W, ...

Table 2. Concept Matrix					
Articles	Concepts				
	A	B	C	D	...
1		x	x		x
2	x	x			
...			x	x	

Table 3. Concept Matrix Augmented with Units of Analysis															
Articles	Concepts														
	A			B			C			D			...		
Unit of analysis	O	G	I	O	G	I	O	G	I	O	G	I	O	G	I
1					x				x						x
2	x				x	x		x							
...								x	x			x			

Figure 2.1: Concept Matrix Table

Note. Adapted from Webster and Watson (2002)

The chapter continues with the application of the selected methodology and the analysis of the findings employing the tools suggested above.

2.3 The stages of Webster and Watson's methodology

2.3.1 Problem Definition

The literature review within the framework of this study aims to solve two different problems. Initially it aims to identify and highlight the relationship between remote working and employee satisfaction and engagement in the Greek work environment, while also to improve the theoretical understanding of the underlined mechanisms of remote work that affects employee satisfaction and engagement.

Particularly, this review investigates the extent, impact and nature of the relationship between remote working arrangements and job satisfaction and engagement by analysing the individual elements of the variables in question.

2.3.2 Stage 1: Article Research Process

Initial Article Search

The search for previous literature reviews, regarding remote working and the relationship with job satisfaction and employee engagement, is the initial stage of the methodology's first step. By studying and analysing these reviews, the research can identify and decide on keywords, selection of research databases and examine the methodologies implemented and the findings reported.

The review of Fatima et al. (2024), selected 20 studies published from 2018 to 2024, researching remote work and the outcomes of job satisfaction and employee engagement. In this review extensive inclusion-exclusion criteria were applied regarding the quality of the selected research methods, design and sampling methods. The review concludes that increased flexibility, productivity and satisfaction are some of the possible positive outcomes of remote work, while pointing out that it may hold risks for the employees regarding social isolation, hazards to work-life balance and communication. Among the

factors discussed, the authors highlighted the need for robust communication and clear organisational policies in successful remote work implementation to boost employee engagement. Specifically, organisational support was emphasized as a key role in shaping outcomes in the complex relationship of remote work and employee engagement.

Ploszaj et al. (2025) aimed on identifying key parameters and characteristics that govern remote work and job satisfaction, through a mixed narrative and developmental aspect. They studied 121 article, dated from 2015 to 2024, following a comprehensive article selection procedure from a curated list of scientific journals. They also concluded that a wide variety of parameters like flexibility, autonomy, work-life balance and perception of competence have positive outcomes and enhance or are enhanced by remote work in a cause-effect relationship. They also suggest that teleworking can cause isolation, technostress, gender disparities and hindered communication, impacting negatively job satisfaction. In their viewpoint, the support provided by the organisation along with the contextual factors plays a key role on defining the impact of remote work on job satisfaction.

Sravani et al. (2024) examined, in their study, the chronical extend of the effect remote work has and how it impacts employee engagement long-term. Previous reviews and empirical studies were analysed covering key areas such as job satisfaction, work-life balance, collaboration, communication, flexibility and autonomy and the ways in which they are connected and affected by remote working. From the parameters discussed, they found that, remote work increases long-term job satisfaction and work-life balance, while the autonomy and trust acts the same way regarding long-term employee engagement. They showcased that without proper managerial support teleworking can lead to isolation, collaboration failure and burn-out resulting to engagement decline. When culture, leadership and support is strong, remote work can also boost key job satisfaction parameters like work-life balance, flexibility and autonomy alongside with employee engagement.

The following Table 2.1 contains a synopsis of the three literature reviews that are analysed above.

Table 2.1: Previous Literature Reviews

Article	Keywords	Methodology	Conclusions
Fatima, H., Javaid, Z. K., Arshad, Z., Ashraf, M., & Batool, H. (2024). A Systematic review on the impact of remote work on employee engagement. Bulletin of Business and Economics (BBE), 13(2), 117–126.	<ul style="list-style-type: none"> • Remote work • Employee engagement • Productivity • Work-life Balance • Organisational Support • Systematic Review 	Systematic Review, peer-reviewed studies, 20 studies analysed from 2018 to 2024.	Remote work has positive and negative outcome on employee engagement and relies on organisational support, culture and structure.
Ploszaj, H. H. B., Fernandes, B. H. R., & Viacava, J. J. C. (2025). The Relationship between Remote Work and Job	<ul style="list-style-type: none"> • Job Satisfaction • Work from Home • Telecommuting • Telework 	Narrative and Developmental review. 121 articles analysed, mostly from 2015 to 2024.	Remote Work can increase Job Satisfaction although it also holds potential risks that can reduce it if

<p>Satisfaction: A Literature Review. <i>BAR - Brazilian Administration Review</i>, 22(3).</p>			<p>implemented without proper support.</p>
<p>Sravani, K. D. S. D., & Venugopal, K. A. (2024) Study on Impact of Long-term Effects of Remote Work on Employee Engagement. <i>International Journal of Innovative Research and Practices</i>, 12 (3).</p>	<ul style="list-style-type: none"> • Remote Work • Employee Engagement, • Workplace Dynamics, • Challenges 	<p>Literature Review-based conceptual paper</p>	<p>If supported and implemented correctly, Remote Work can increase employee's flexibility and results in increased Job Satisfaction and work-life balance, leading to increased Employee Engagement.</p>

Selection of Search Keywords

The selected literature reviews which are presented on Table 2.1 were studied to derive the necessary research keywords. After examining their titles, abstracts and full text,

the derived keywords were selected to reflect the scope and the objectives of the current study (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024). After a thorough review of the selected literature and the implemented methodology, the initially derived keywords were refined and their combinations were finalised in order to completely cover the dissertation topic and enable the researcher to identify the most relevant and critical studies (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024). The selected research keywords are as follows:

- Remote Work and Employee Satisfaction
- Remote Work and Employee Engagement
- Remote Work and Job Satisfaction
- Remote Work and Job Engagement
- Job Satisfaction and Employee Engagement

It should be acknowledged that the concept of remote work appears under various definitions in existing literature such as remote working, teleworking, telecommuting, hybrid work and flexible work (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024) and therefore it was deemed necessary to search for it in all these forms. These variations in terminology, induces a conceptual problem, which can hinder the comparison of findings between studies as different terminology is usually connected to different remote working frameworks, highlighting the importance of proper keyword selection.

Selection of Research Databases

The selection of the research databases for the study was made after studying the initial articles and relevant surveys in the same topic area. In the current review and for purposes of transparency, clarity and replicability, only established academic databases were utilized.

Scopus was the first database selected, mainly because it includes articles from various other databases (JSTOR, IEEE Xplore, Emerald, Elsevier), allowing access to a vast body of literature. The ScienceDirect database was selected due to the extensive literature for the selected topic. Google Scholar tool was used to retrieve articles when they were not available in full-text in the two selected databases (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024).

In the selected databases, searches were conducted based on the keywords and their combinations, which were derived from the previously discussed items and are depicted in Table 2.2.

Table 2.2 Research Databases and Search Keywords

Research Database	Keywords Searched
i) Scopus and ii) ScienceDirect	<ul style="list-style-type: none"> • Remote Work * • Job Satisfaction / Employee Satisfaction • Job Engagement / Employee Engagement • Remote Work* and Job Satisfaction • Remote Work* and Employee Engagement • Remote Work* and Employee Satisfaction • Remote Work* and Job Engagement <p style="text-align: center;">*Remote Work search included all forms of the concept</p>

Selection of Research Fields

In order to conduct an effective and rigorous search and align with the purpose and subject of the current review, the science fields of the articles must be determined. After careful examination of the content, publication outlets, and aims of the three selected literature reviews (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024), the science fields were derived.

Furthermore, another factor influencing the selection of science fields was the orientation of the current review, which focuses on examining not only the variables but also the relationships between them and the individual characteristics of each variable.

Based on this approach, the selected science fields for the Scopus and ScienceDirect databases were «Business Management and Accounting» (Ploszaj et al. 2025; Fatima et al., 2024), «Social Science» Ploszaj et al., 2025; Sravani et al., 2024) and «Psychology» (Ploszaj et al., 2025; Fatima et al., 2024; Sravani et al., 2024).

Article Inclusion Criteria

In order for the search to be successful and focused on the purpose and the subject matter of the present work, the search criteria of the articles must be determined, also justifying their selection (Ploszaj et al. 2025; Fatima et al., 2024; Sravani et al., 2024). The criteria that were applied in the search are:

- The articles were published during the last decade (2015 to 2025) (Ploszaj et al., 2025).
- The articles are written or available in English (Ploszaj et al., 2025; Fatima et al., 2024).
- They were published in reliable scientific journals or conferences (Ploszaj et al., 2025; Fatima et al., 2024).

- They belong to the research areas «Business Management and Accounting», «Social Science» and «Psychology» (Ploszaj et al., 2025; Fatima et al. 2024; Sravani et al., 2024).

Article Search

After the determination of the search criteria, the next step for the completion of the first stage is the search for the articles. The searches that were conducted in the Scopus and ScienceDirect databases are presented in Table 2.3 and Table 2.4 respectively. The results, after the removal of duplicates between the searches, for the Scopus database were 1118 articles, while the searches in the ScienceDirect database, returned 5563 articles.

Table 2.3 Article Search in the Scopus Database

Article Search in Scopus Database	
1 st Search	TITLE-ABS-KEY (("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Employee Satisfaction")
2 nd Search	TITLE-ABS-KEY (("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Job Satisfaction")
3 rd Search	TITLE-ABS-KEY (("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Employee Engagement")
4 th Search	TITLE-ABS-KEY (("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Job Engagement")
Duplicate Elimination Search	TITLE-ABS-KEY (("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND ("Employee Satisfaction" OR " Job Satisfaction" OR " Employee Engagement" OR " Job Engagement "))

Table 2.4 Article Search in the ScienceDirect

Article Search in ScienceDirect Database (field: find articles with these terms)	
1 st Search	("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Employee Satisfaction"
2 nd Search	("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Job Satisfaction"
3 rd Search	("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Employee Engagement"
4 th Search	("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND "Job Engagement"
Duplicate Elimination Search	("Remote Work" OR "Remote Working" OR "Hybrid Work" OR "Flexible Work") AND ("Employee Satisfaction" OR " Job Satisfaction" OR " Employee Engagement" OR " Job Engagement ")

With the application of the criteria that were presented above, the articles in the Scopus database were reduced to 454, while the remaining articles in the ScienceDirect database were 1,352, as shown in Figure 2.2. In Figure 2.3, the overall process of article selection for the present review is shown.

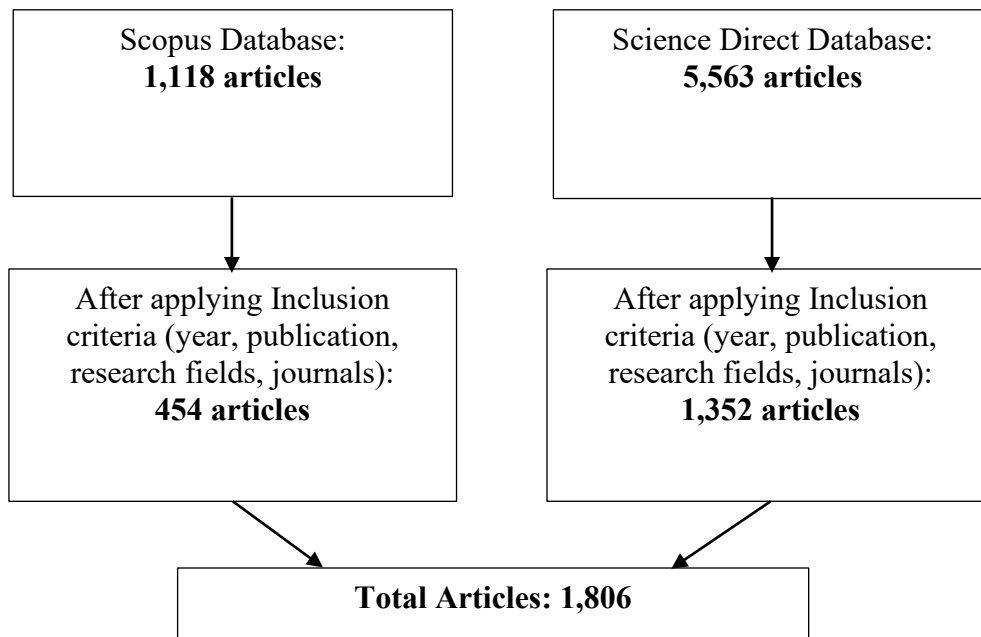


Figure 2.2 Application of Criteria to the Research Databases

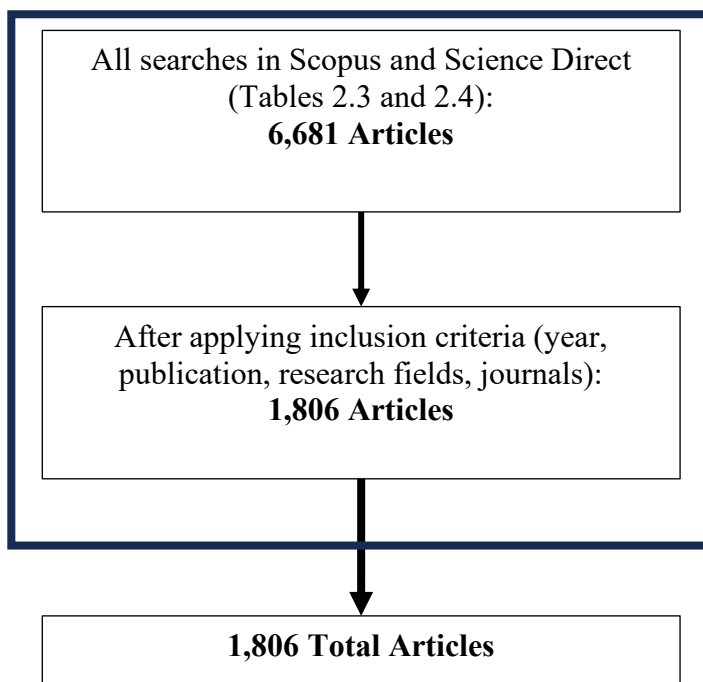


Figure 2.3 Overall Procedure for Applying Criteria to Research Databases

A total of 1,806 articles that were within the inclusion criteria of the literature review were examined regarding their suitability for the topic of the present review and their

approaches to the topic. The fields that constituted the new inclusion and exclusion criteria were the title, the abstract, the availability of the full-text, as well as the removal of duplicates across the two search databases.

After application of the new selection criteria, the articles selected from the two databases were reduced to 35, with the overall process being presented in Figure 2.4.

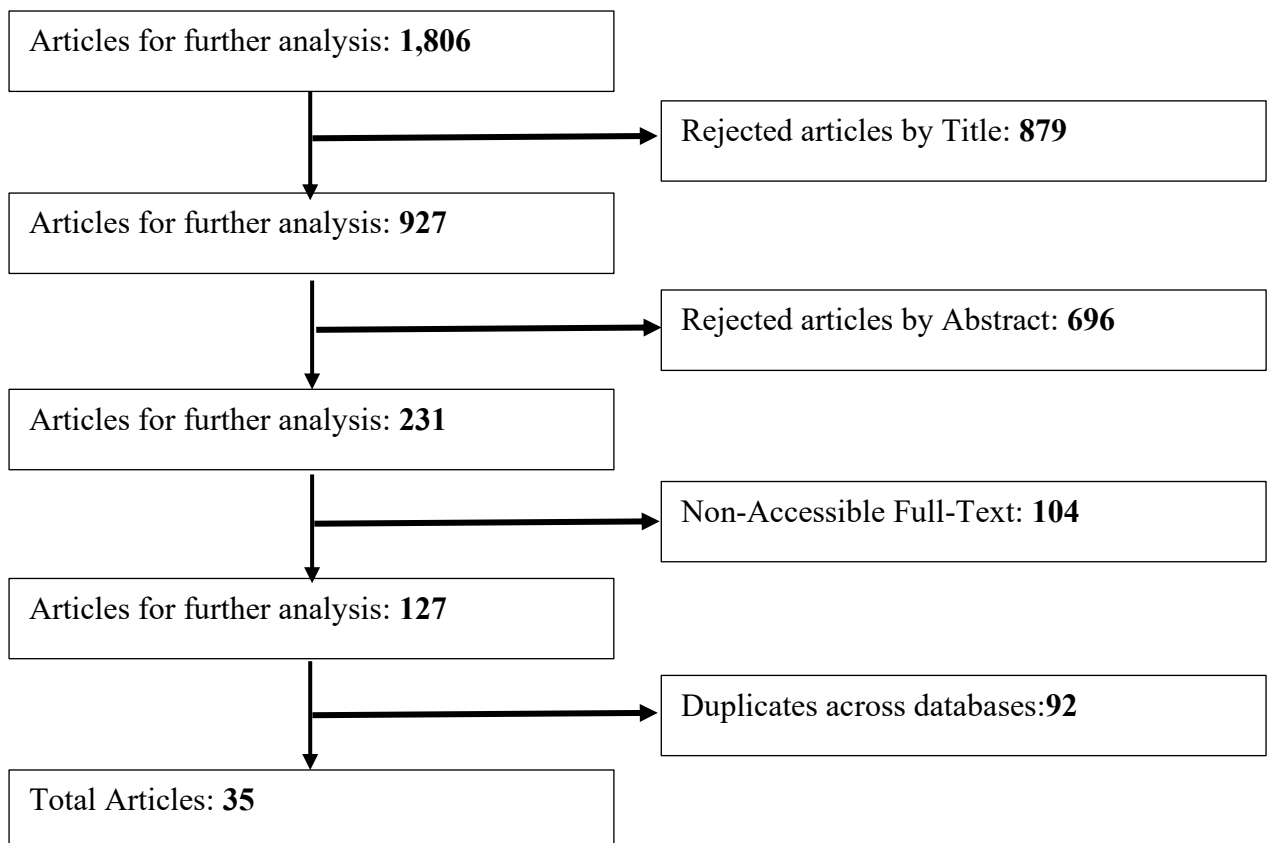


Figure 2.4 Development of Article Selection Process

2.3.3 Stage 2: Backward Search

The “backward search” constitutes the second stage and was introduced by Webster and Watson (2002). It involves examining the reference lists of the selected articles and strengthens the cognitive background of the researcher on the topic, while at the same time increasing the quality of the literature review and the total number of selected articles (Webster & Watson, 2002).

By applying the method of the “backward search,” four (4) suitable articles were identified and added to the total of the selected articles.

2.3.4 Stage 3: Forward Search

The third stage of the literature review methodology of Webster and Watson (2002) involves examining the articles that have cited studies selected by the researcher in their reference lists. With the “forward search,” the researcher is informed about the recent developments of the topic under study, while at the same time increasing the total number of selected articles for the review (Webster & Watson, 2002).

In the third stage, an additional two (2) suitable articles were added to the total bibliography, bringing the total number of articles for examination to 41, which are included in the analysis in the next section of the Chapter in Table 2.5.

The overall process of searching suitable articles is presented in Figure 2.5 and enabled the examination of key literature, leading to the exhaustive coverage of the available studies relevant to the objectives of the present review (Webster & Watson, 2002).

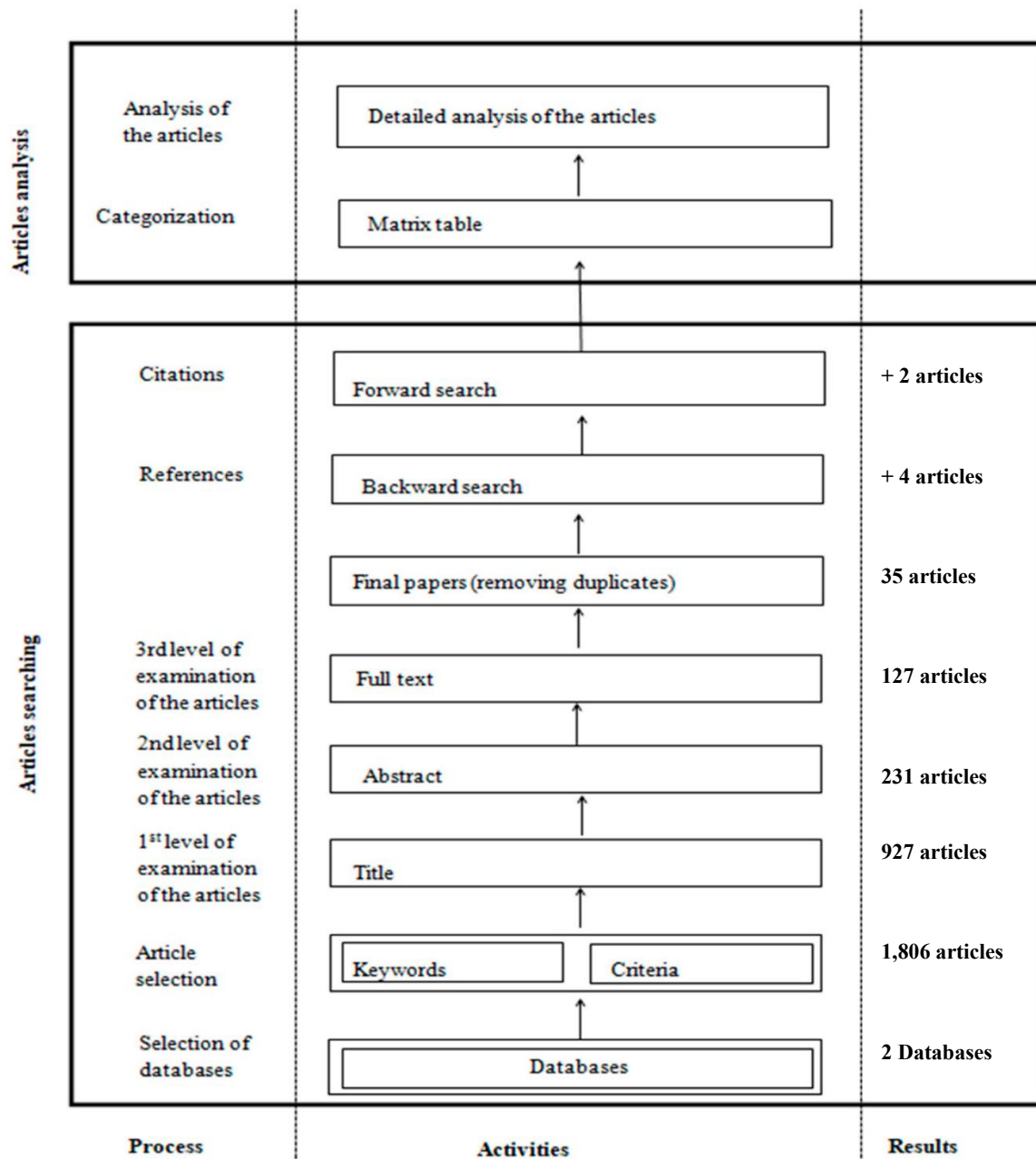


Figure 2.5 Overall Article Selection Process and Methodology Analysis

2.4 Analysis and Synthesis of the Selected Articles

According to the methodology of Webster and Watson (2002), the next step in the creation of a literature review is the analysis and synthesis of the selected articles by the researcher. The analysis and synthesis of the articles aim to highlight the results of the search and, in a second stage, to group the articles according to their content, in order to extract the

central concepts that describe and are relevant to the overall research. The results being presented in a subsequent section of the literature review.

Table 2.5 was created as a first step and presents the selected articles and provides the basic information for each article (author, title, scientific journal or conference, year of publication).

Table 2.5 Analysis of the Selected Literature

	Writer(s)	Title	Journal	Year
1	Yen & Cuong	The Impact of Job Satisfaction on Job Performance in Remote Work Contexts: An Empirical Investigation Using The JD-R Model	Central European Business Review	2025
2	Belaid et al.	Remote Work and Job Satisfaction: A Decade of Insights Through a Bibliometric Lens	Administrative Sciences	2025
3	Alfalah et al.	Redefining work dynamics: How technology affordance and remote flexibility drive organisational excellence?	Acta Psychologica	2025
4	Ventura et al.	Explanatory Model of Job Satisfaction in Teachers During the COVID-19 Pandemic	SAGE OPEN	2025
5	Gonzales et al.	Knowledge about the impact of telework on management and business: A conceptual study	Journal of Innovation and Knowledge	2025
6	Ploszaj et al.	Understanding the associations between “work from home”, job satisfaction, work-life balance, stress, and gender in an organizational context of remote work	Discover Psychology	2025

7	Limniou et al.	Exploring job satisfaction, team communication behaviours, and personality traits for UK remote and non-remote working	Cogent Psychology	2025
8	Nascimento et al.	Techno-eustress under remote work: a longitudinal study in higher education teachers	Education and Information Technologies	2025
9	Verma et al.	Examining The Role of HR Management in Enhancing Remote Employee Satisfaction: Critical Influencing Factors	International Journal of Accounting and Economic Studies	2025
10	Puhakka et al.	Remote Work Intensity in Knowledge Work: Associations with Informal Workplace Learning, Basic Psychological Needs Satisfaction, Job Satisfaction, and Turnover Intention	Vocations and Learning	2025
11	Jamunarani & Syed	Flexible work arrangements and their impact on women's job satisfaction and quality of life: The mediating role of work-life balance	Problems and Perspectives in Management	2025
12	Dong et al.	Work from home and employee well-being: a double-edged sword	BMC Psychology	2025
13	Castillo et al.	When Do Teleworkers Feel both Job-Satisfied and Productive? Boundary Conditions of the Telework Satisfaction-Productivity Relationship	Journal of Work and Organisational Psychology	2025
14	Pinheiro & Palma-Moreira	Job Satisfaction, Perceived Performance and Work Regime: What	Administrative Sciences	2025

		Is the Relationship Between These Variables?		
15	Kulal et al.	Beyond the Office Walls: Exploring the Impact of Remote Work on Employees' Engagement and Productivity	Journal of Chinese Human Resources Management	2025
16	Santosa et al.	Understanding work engagement in public administration: A comprehensive bibliometric and systematic review of the past decade	Social Sciences & Humanities	2025
17	Ploszaj et al.	Understanding the associations between “work from home”, job satisfaction, work-life balance, stress, and gender in an organisational context of remote work	Discover Psychology	2025
18	Ghonim et al.	Exploring the impact of flexible work arrangements on employee engagement in telecommunications: case of Egypt	Problems and Perspectives in Management	2025
19	Paraskevopoulos et al.	The Impact of Work Models and Years of Work Experience on Job Satisfaction, Productivity, and Employees' Sense of Job Security	Authors	2025
20	Mozammel et al.	Impact of Remote Work on Organisational Culture and Employee Performance	Journal of Posthumanism	2025
21	Kunte et al.	Understanding the Correlation Between Remote Working and Flow Experience: Analysing Job Satisfaction, Turnover Rate and Employee Engagement in Remote Conditions	AABFJ	2025

22	Gašić & Berber	Job Satisfaction, Flexible Work Arrangements and Innovative Work Behavior in Serbian SMEs	International Journal of Industrial Engineering and Management	2024
23	Aulia & Lin	Embracing the digital shift: Leveraging AI to foster employee well-being and engagement in remote workplace settings in the Asia Pacific region	Asia Pacific Management Review	2024
24	Kautish et al.	Values, wellbeing, and job satisfaction in telework: Evidence from IT-enabled service firms	Technology in Society	2024
25	Ribeiro et al.	Remote workers' well-being: Are innovative organisations really concerned? A bibliometrics analysis	Journal of Innovation and Knowledge	2024
26	Mubarak & Makbhot	The Enduring Appeal of Remote Work: Examining its Impact on Employee Satisfaction, Commitment, and Engagement	International Journal of Instructional Cases	2024
27	Fatima et al.	A Systematic review on the Impact of Remote Work on Employee Engagement	Bulletin of Business and Economics	2024
28	Sravani et al.	A Study on Impact of Long-Term Effects of Remote Work On Employee Engagement	International Journal of Innovative Research and Practices	2024

29	Lu & Zhuang	Can Teleworking Improve Workers' Job Satisfaction? Exploring the Roles of Gender and Emotional Well-Being	Applied Research in Quality of life	2023
30	Ghimire et al.	The Attitude of Flexible Work Arrangement on Academics' Job Satisfaction: The Emerging Market Case	Journal of System and Management Sciences	2023
31	Dmour et al	Integrated Model for the Factors Determining the Academic's Remote Working Productivity and Engagement: Empirical Study	SAGE OPEN	2023
32	Atobishi & Nosratabadi	Drivers and Constraints of Employee Satisfaction with Remote Work: An Empirical Analysis	Organizacija	2023
33	Raj et al.	The study of remote working outcome and its influence on firm performance	Social Sciences & Humanities	2023
34	Harunavamwe & Kanengoni	Hybrid and virtual work settings; the interaction between technostress, perceived organisational support, work-family conflict and the impact on work engagement	AJEMS	2023
35	Lartey & Randall	Enhanced Engagement Nurtured by Determination, Efficacy, and Exchange Dimensions (EENDEED): A Nine-Item Instrument for Measuring Traditional Workplace and Remote Employee Engagement	International Business Research	2022
36	Başol & Çömlekçi	The Effect of Remote-work Attitude on Life Satisfaction: Investigating the Mediating Role of Job Satisfaction	Expert Projects Publishing House	2022

37	Mäkikangas et al.	Work engagement and its antecedents in remote work: A person-centered view	Work & Stress	2022
38	Chatterjee et al.	Does remote work flexibility enhance organisation performance? Moderating role of organisation policy and top management support	Journal of Business Research	2021
39	Weideman & Hofmeyr	The influence of flexible work arrangements on employee engagement: An exploratory study	SA Journal of Human Resource Management	2020
40	Gudep	An Empirical Study of the Relationships Between the Flexible Work System (FWS), Organisational Commitment (OC), Work-Life Balance (WLB) and Job Satisfaction (JS) for the teaching staff in the UAE	International Journal of Management	2019
41	Bangwal & Tiwari	Workplace environment, employee satisfaction and intent to stay	International Journal of Contemporary Hospitality Management	2018

After the study and examination of the full texts of the articles, Table 2.6 was created, which constitutes the synthesis table of the selected literature and groups the articles according to the main concepts - variables that they describe.

Table 2.6 Synthesis of Selected Articles

	Writer(s)	Year	Method	Variables		
				Remote Work	Job Satisfaction	Employee Engagement
1	Yen & Cuong	2025	Survey	X	X	
2	Belaid et al.	2025	Review	X	X	
3	Alfalsh et al.	2025	Survey	X		X
4	Ventura et al.	2025	Survey		X	
5	Gonzales et al.	2025	Review	X		
6	Ploszaj et al.	2025	Survey	X	X	
7	Limniou et al.	2025	Survey	X	X	
8	Nascimento et al.	2025	Survey		X	
9	Verma et al.	2025	Survey		X	
10	Puhakka et al.	2025	Survey	X	X	X
11	Jamunarani & Syed	2025	Survey	X	X	
12	Dong et al.	2025	Survey	X		X
13	Castillo et al.	2025	Survey	X	X	
14	Pinheiro & Palma-Moreira	2025	Survey	X	X	
15	Kulal et al.	2025	Survey	X		X
16	Santosa et al.	2025	Review			X
17	Ploszaj et al.	2025	Survey	X	X	
18	Ghonim et al.	2025	Survey	X		X
19	Paraskevopoulos et al.	2025	Survey	X	X	
20	Mozammel et al.	2025	Survey	X		
21	Kunte et al.	2025	Survey	X	X	X

22	Gašić & Berber	2024	Survey	X	X	
23	Aulia & Lin	2024	Survey	X		X
24	Kautish et al.	2024	Survey	X	X	
25	Ribeiro et al.	2024	Review	X		
26	Mubarak & Makbhot	2024	Survey	X	X	X
27	Fatima et al.	2024	Review	X		X
28	Sravani et al.	2024	Review	X		X
29	Lu & Zhuang	2023	Survey	X	X	
30	Ghimire et al.	2023	Survey	X	X	
31	Dmour et al.	2023	Survey	X		X
32	Atobishi & Nosratabadi	2023	Survey		X	
33	Raj et al.	2023	Survey	X		
34	Harunavamwe & Kanengoni	2023	Survey	X		X
35	Lartey & Randall	2022	Survey	X		X
36	Başol & Çömlekçi	2022	Survey	X	X	
37	Mäkikangas et al.	2022	Survey	X		X
38	Chatterjee et al.	2021	Survey	X	X	
39	Weideman & Hofmeyr	2020	Review	X		X
40	Gudep	2019	Survey	X	X	
41	Bangwal & Tiwari	2018	Survey		X	

From the synthesis and grouping of the articles by their main concepts, it can be observed that the analysed articles can be divided into three main groups, which correspond to the three variables examined in the present study. The three derived thematic groups are: i) Remote Work, ii) Job Satisfaction and iii) Employee Engagement. Each group focuses not only on describing a variable but also on highlighting the main characteristics and the

relationships between the three variables. This also explains why an article can belong to more than one group. This division of the main concepts allow better analyses of the concepts, but as the examined literature shows, the three variables do not function separately and are rather connected through indirect effects (remote work to job satisfaction) and cognitive or psychological mechanisms such as satisfaction and well-being (remote work to employee engagement).

From the article synthesis table, it can be observed that the research focus is mainly on remote working arrangements and job satisfaction, their characteristics and effective implementation practices and examples. Fewer studies were conducted on employee engagement but as seen in Table 2.6, the research interest remains high. Another point of interest shown in the article synthesis table is that the literature is more mature when referring to the connection between remote work and job satisfaction but remains rather less coherent when referring to the mechanisms that affect employee engagement, especially when job satisfaction functions as a likely mediating factor.

Table 2.7 below presents the analysis of the empirical studies described in the selected literature.

Table 2.7 Empirical Studies Analysis

	Writer(s)	Year	Research Method	Sector	Sample	Country(i es)	Analysis Method
1	Yen & Cuong	2025	Questionnaire	Remote Workers	256	Europe	Regression
2	Alfalah et al.	2025	Questionnaire	Remote Workers	249	Saudi Arabia	PLS-SEM

3	Ventura et al	2025	Questionnaire	Education	232	Peru	SEM, T-test
4	Limniou et al.	2025	Questionnaire	Remote Workers	178	UK	T-test, Regression
5	Nascimento et al.	2025	Questionnaire	Education	712	Portugal	SEM
6	Verma et al.	2025	Questionnaire	IT workers	143	India	SEM, T-test
7	Puhakka et al.	2025	Questionnaire	IT	266	Finland	SEM
8	Jamunarani & Syed	2025	Questionnaire	IT, Finance, Health Care, Service	592	India	PLS-SEM
9	Dong et al.	2025	Questionnaire	Remote Workers	343	China	CFA
10	Castillo et al.	2025	Questionnaire	Remote Workers	426	-	EFA
11	Pinheiro & Palma-Moreira	2025	Questionnaire	Remote Workers	332	Portugal	CFA
12	Kulal et al.	2025	Questionnaire	Remote Workers	213	India	EFA, Regression
13	Ploszaj et al.	2025	Questionnaire	Remote Workers	241	South America	CFA
14	Ghonim et al	2025	Questionnaire	Telecommunications	300	Egypt	Regression
15	Paraskevopoulos et al.	2025	Questionnaire	Remote Workers	216	Greece	T-test, ANOVA

16	Mozammel et al.	2025	Questionnaire	Remote Workers	200	-	Anova
17	Kunte et al.	2025	Questionnaire	Remote Workers	200	-	Regression
18	Gašić & Berber	2024	Questionnaire	SME	109	Serbia	PLS-SEM
19	Aulia & Lin	2024	Questionnaire	Remote Workers	286	-	SEM-CFA
20	Kautish et al.	2024	Questionnaire	IT	715	-	CB-SEM
21	Mubarak & Makbhot	2024	Questionnaire	Remote Workers	183	Saudi Arabia	PLS-SEM
22	Lu & Zhuang	2023	Questionnaire	UK workers	929	UK	Descriptive Statistics
23	Ghimire et al.	2023	Questionnaire	Education	418	Nepal	Regression
24	Dmour et al.	2023	Questionnaire	Education	408	Jordan	PLS-SEM
25	Atobishi & Nosratabadi	2023	Questionnaire	Knowledge Based Companies	268	Iran	SEM, ANN
26	Raj et al.	2023	Questionnaire	IT	128	-	T-test, Regression
27	Harunavamwe & Kanengoni	2023	Questionnaire	Education	302	South Africa	SEM

28	Lartey & Randall	2022	Questionnaire	Remote Workers	626	USA	EFA
29	Başol & Çömlekçi	2022	Questionnaire	Remote Workers	415	Turkey	PLS-SEM
30	Mäkikangas et al.	2022	Questionnaire	-	455	Finland	LPA
31	Chatterjee et al.	2021	Questionnaire	Remote Workers	307	-	PLS-SEM
32	Gudep	2019	Questionnaire	Remote Workers	224	UAE	SEM-CFA
33	Bangwal & Tiwari	2018	Questionnaire	-	311	India	SEM

From Table 2.7, it is observed that, overall, the previous studies were conducted with remote workers across various fields as participants. The most common analytical methods of the sampled data, selected by researchers investigating topics relevant to this thesis, were PLS–SEM and regression analysis. All empirical studies were quantitative, and the data were collected through electronic questionnaires administered to employees working remotely.

The fact that the majority of the quantitative studies in the field are cross sectional and survey based allows clear comparisons regarding the selected method in each study, but it can lead to a restriction regarding the casual interpretation of the findings. This can also explain why the majority of the studies confirm relations between the variables but there are far fewer that explain sufficiently the how and why mechanisms governing these relations.

The study of the literature and specifically the analysis of the empirical studies, led to the conclusion that the research model that was proposed and applied by Mubarak and Mabkhot (2024) can serve the aims of the present study with minor adjustments, which led the researcher to base the model of this study on the one originally proposed by them, as discussed in Chapter 3. This model was selected among other designs as it aims to investigate remote work under the same conditions and view which are followed in this study and holds a sufficient level of complexity for the defined aims and theoretical gap this study aims to solve.

Table 2.8 was deemed appropriate, as it helps in providing a concise presentation of the central concepts (variables) that the present study focuses on, and presents the main authors linked to each concept. Additionally, the table highlights how the central ideas are connected to each other, based on the review of previous studies.

Table 2.8 Brief Description of Central Concepts

Main Concept	Description	Author(s)
Remote Work (RW)	Working arrangements that allow the employees to perform their job duties from locations outside the physical workplace and the effects on their satisfaction and engagement.	Yen & Cuong (2025), Belaid et al. (2025), Alfalah et al. (2025), Gonzales et al. (2025), Ploszaj et al. (2025), Limniou et al. (2025), Puhakka et al. (2025), Jamunarani & Syed (2025), Dong et al. (2025), Castillo et al. (2025), Pinheiro & Palma-Moreira (2025), Kulal et al. (2025), Ploszaj et al. (2025), Ghonim et al. (2025), Paraskevopoulos et al. (2025), Mozammel et al. (2025), Kunte et al. (2025), Gašić & Berber (2024), S.R. Aulia & W. Lin (2024), Kautish et al. (2024), Ribeiro et al. (2024), Mubarak & Mabkhot (2024), Fatima et al. (2024), Sravani et al (2024), Z. Lu & W. Zhuang (2023), Ghimire et al. (2023), Dmour et al. (2023), Raj et al. (2023), Harunavamwe & Kanengoni (2023), Lartey & Randall (2022), Başol & Çömlekçi (2022), Mäkikangas et al. (2022), Chatterjee et al. (2021),

		Weideman & Hofmeyr (2020), Gudep (2019).
Job Satisfaction (JS)	How remote working arrangements affect the satisfaction of the employees and the connection to their engagement.	Yen & Cuong (2025), Belaid et al. (2025), Ventura et al. (2025), Ploszaj et al. (2025), Limniou et al. (2025), Verma et al. (2025), Puhakka et al. (2025), Jamunarani & Syed (2025), Castillo et al. (2025), Ploszaj et al. (2025), Paraskevopoulos et al. (2025), Kunte et al. (2025), Gašić & Berber (2024), Kautish et al. (2024), Mubarak & Makbhot (2024), Lu & Zhuang (2023), Ghimire et al. (2023), Atobishi & Nosratabadi (2023), Başol & Çömlekçi (2022), Chatterjee et al. (2021), Gudep (2019), Bangwal & Tiwari (2018).
Employee Engagement (EE)	How remote working arrangements affect the engagement of the employees and the connection to their satisfaction.	Alfalah et al. (2025), Puhakka et al. (2025), Dong et al. (2025), Kulal et al. (2025), Santosa et al. (2025), Ghonim et al. (2025), Kunte et al. (2025), Aulia & Lin (2024), Mubarak & Makbhot (2024), Fatima et al. (2024), Sravani et al (2024), Dmour et al. (2023), Harunavamwe & Kanengoni (2023), Lartey & Randall (2022), Mäkikangas et al. (2022), Weideman & Hofmeyr (2020).

2.5 Description of Central Concepts

2.5.1 Remote Work (RW)

As a defining factor, remote work holds a key role in discussions regarding job design and employment relations within organisations (González et al., 2025; Belaid et al., 2025). Originally framed as telework or working from home, the concept has expanded over time to include hybrid arrangements, flexible schedules, mobile work, and other technology-enabled forms of working (Ploszaj et al., 2025; Ingusci et al., 2022). This shift toward greater flexibility was significantly accelerated by the COVID-19 pandemic, which moved

remote work from a marginal and largely voluntary option to a widely adopted organisational practice across sectors and countries (González et al., 2025).

While the historical aspect of the remote work evolution and implementation is generally acknowledged, the study of the bibliography showed a critical point emerging suggesting that remote work should not be considered a uniform and stable condition. With the wide definition of remote work engulfing different arrangements which are connected not only to different working schedules but also to a deeper extend including work structure, support and ultimately the way each employee experience them. This conceptualises teleworking as a multidimensional variable, influenced by different factors, such as autonomy, communication, support and management and exceeds the binary definition of traditional work (remote or on-site) (Raj et al., 2023; Ingusci et al. 2022). This conceptualisation has a practical and very meaningful role, as it signals major differentiations between arrangements which affect operational approaches, causal mechanisms and boundary conditions that as a consequence, impact in a direct way the approach decisions regarding research modelling. This conceptual heterogeneity is one of the main reasons that studies conclude into differentiated findings regarding the remote working outcomes on the depended variables and the dimensions of remote work that affect them.

Another point of interest identified from the existing research is the multi-level influence and impact of remote work and its characteristics on multiple levels across an organisation. Regarding employment relations the effects influence the macro, meso and micro levels. Macroscopically, remote work induces broader institutional and societal changes, mesoscopically, it results in changes on organisational policies, leadership practices, and workplace culture, while through its effects on individual attitudes, job satisfaction, and employee engagement it affects the micro level of an organisation (González et al., 2025; Belaid et al., 2025). This insight regarding the identification of the

multi-level effect of remote working allows better understanding of different and diverse empirical findings and suggest that uniform effects should be viewed with caution (Puhakka et al., 2025; Mäkikangas et al., 2022). Another insight derived from the variation of findings is that the conceptualisation and measurement of remote work and whether the organisational conditions are taken into account play a crucial role in the interpretation of the produced outcomes. Moreover, studies that take only remote work intensity or frequency as a factor tend to result in weaker findings when compared to the studies that measure remote work as an experienced condition.

Remote Work Measurement

The literature analysis identified the three broad ways in which remote work is analysed and implemented operationally, with each way holding a different approach and being based on the arrangement type, the intensity and the employees experience respectively.

The first operationalisation includes remote, hybrid or on-site categorisation, allowing better understanding of structural differences but without deepening in within category variations, which risks not revealing crucial aspects of each arrangement effect on certain factors (Pinheiro & Palma-Moreira, 2025). This operationalisation is especially useful descriptively but theoretically is rather weak when the aim is to explain specifically how remote work result in the reported outcomes.

The intensity approach focuses on the working days and hours or the level of which remote work is implemented, and the employee is exposed to it. This allows to capture the extend at which remote work is applied but it does not provide substantial information about the quality aspects of remote work, regarding high-quality aspects (adequate support, coordination and boundary management) or low-quality (isolating, over monitoring and containing) (Puhakka et al., 2025). This approach is critically important, as it describes a

crucial contradiction, suggesting that prolonged duration or intensity of remote work is not definitively associated with better outcomes on the variables in question.

The experience-based approach focuses on the employees' perceptions regarding the remote conditions and the related outcomes. It takes into perspective the aspects of benefits or disadvantages, the sufficiency of communication and the provided support regarding technological aspects and work-life balance (Raj et al., 2023; Ingusci et al., 2022).

This operationalisation allows the proper representation of remote work and its characteristics as it focuses on the employees' attitudes which are closely related and proper indicators of the outcomes on job-satisfaction and employee engagements (Dong et al., 2025). This representation of remote work allows the measurement and analysis of the employee's beliefs and perception regarding the experienced autonomy, support and subsequent work demands and translates the effects on the variables better than the analyses of what type of remote work and how much exposure an employee receives. By its definition this theoretical approach is the best suited for the selected model as it allows a direct perceptual based connection and measurement with constructs as job satisfaction and employee engagement, while allowing to investigate not only if remote work is associated with the two variables, but also through which cognitive mechanisms the relationships are expressed, which is part of the research gap to be addressed and a main aim of this study.

2.5.1.1 Benefits and Challenges of Remote Working

On the positive side, remote work is often associated with higher levels of autonomy, greater flexibility, and increased control over working time, all of which are recognised as valuable job resources. Employees also report better work-life balance, shorter commuting times, and improved psychological wellbeing, which together contribute to more favourable evaluations of remote work arrangements (Dong et al., 2025; Paraskevopoulos et al., 2025).

Nonetheless these aspects, which are considered benefits, are not recognised as generally inherent. They are considered as factors representing potential resources that can result in benefits in the employees' perception when the necessary organisational support is provided and can shape the employee's opinion regarding the remote working conditions. This is also a major point of convergence in the existing literature, with many studies interpreting positive outcomes of remote work as consequences of the enablement of factors as autonomy and balance, rather than remote work being merged with these factors and acting as a unity.

On the other hand, remote work can pose as a challenge that can have negative implications for employees. Empirical results repeatedly point to blurred boundaries between work and personal life, fewer opportunities for informal interaction, feelings of social isolation, and increased levels of technostress (Ploszaj et al., 2025; Kunte et al., 2025). These challenges are not simply “side effects”; they represent demands that can offset or reverse the resource benefits of remote work when left unmanaged. Dong et al. (2025) emphasise that remote work often has a “double-edged sword” effect on employee outcomes as it simultaneously can function as a resource and a demand.

This duality is explicitly implemented in the Remote Working Benefits and Disadvantages (RW-B&D) scale developed by Ingusci et al. (2022). In their results they show that the perceived benefits from the employees are positively connected with the reported job satisfaction and that the perceived disadvantages have a negative connection with both well-being and satisfaction. This finding is contributing on conceptualisation and in the methodological approach of telework. Regarding the methodology, they provide an empirically validated measurement approach which incorporates the multidimension nature of remote work and also explains the fact that the variance of the reported findings may lie only on the narrowed down dimensions of remote work which they took into consideration.

On a critical perspective the studied bibliography is in agreement regarding the idea that remote working outcomes are not driven solely by the existence of flexible working arrangements but they are dependent on the way remote work is implemented and the employee's perceived remote experience (Puhakka et al., 2025; Raj et al., 2023; Weideman & Hofmeyr, 2020). The disparities, on the other hand, are focused on the way the authors explain, emphasise and attribute the outcomes to structural or psychological factors. Some studies identify the remote design aspects within the organisation as the crucial factors (support, organisational policies and communication), while others focus on individual differences (self-efficacy, values and boundary conditions). This variance suggests that a single approach on explaining remote working outcomes is rather insufficient and that the examination of remote work as an aggregate of resources and demands, that can vary across organisations and individuals, is more suited. Critically, while the examined literature converges on the simultaneity of benefits and challenges of telework, it disagrees on whether the structural or the psychological factors hold the strongest explanatory power regarding the reported relations.

2.5.1.2 Remote Work and Job Satisfaction

The relationship between remote work and job satisfaction is one of the most researched topics in this field. The two variables, as the majority of findings report, are connected positively and this positive relationship is mainly attributed to individual factors like increased autonomy, work-life balance and flexibility (Lu & Zhuang, 2023). Empirical findings report that remote working employees often report higher job satisfaction when compared to traditional workers and that among flexible working arrangements the differences in job satisfaction are frequently negligible (Paraskevopoulos et al., 2025).

A special point of focus on findings is that the relationship between remote work and job satisfaction is seldom direct and thus must not be interpreted as uniform condition across sectors and positions. Studies suggest that the effect is mediated on the job satisfaction variable through factors that are more closely related and influence job satisfaction, with emotional well-being, organisational support and work-life balance standing out as the more crucial (Jamunarani & Syed, 2025). The Lu & Zhuang study (2023) showcased that emotional well-being can act as a mediating mechanism, while in high-intensity frameworks work-life balance is considered as consequential by Jamunarani & Syed (2025). This convergence of the evidence established the main idea that job satisfaction is more than a reaction and response to telework's quality than a golden standard that follow remote working adaptation.

On the other hand, not all literature concludes on the positive relationship between the two variables, with some suggesting that remote work is not able to always result in positive outcome regarding job satisfaction. According to Limniou et al. (2025) and Ploszaj et al. (2025) this outcome is shaped by contextual and individual differences, with factors covering a broad spectrum from gender to work type, intensity and communication quality. These factors do not directly provide evidence against this relationship, but their role is critical as they allow to identify the boundary conditions and the quality of this relationship. They also translate this relationship into practise and identify that the job satisfaction enhancement in remote work is based on the ability of remote work to reduce the employee's total strain while maintaining the same or even reducing other demands or challenges for the employee. Moreover, findings indicate that the indirect effects are more likely to be supported compared to direct effects, suggesting that remote work results in outcomes on job satisfaction when acting through individual factors (support, autonomy, work-life balance, etc.). Methodologically this suggests that the remote working effect should be

viewed and modelled as conditional (mediation or even moderation of effects) than being assumed as a stable and unchanging outcomes (Puhakka et al., 2025).

2.5.1.3 Remote Working and Employee Engagement

Employee engagement on the concept of remote working is viewed as a motivational and more dynamic outcome of implementing remote working arrangements. Within the studied literature, employee engagement is defined as a fulfilling and positive work-related state which is reflected in vigour, absorption and dedication. Empirical studies suggest that remote working can result in an increase of employee engagement by increasing autonomy, building trust and strengthening the perceptions of organisational support to the employees, especially when supportive leadership practices are implemented and reinforced by effective and clear communication (Ghonim et al., 2025).

Based on the literature, it is observed that the relationship between remote work and engagement is considered less stable than the relationship between remote work and job satisfaction. Respectively, while employee engagement is presented as a stable theoretical construct, empirically is also less stable than job satisfaction. This translates into more homogeneous results on job satisfaction based on remote working effects than on employee engagement and is based on findings that conclude that engagement trajectories can differ based on individual employee's traits. The studies of Puhakka et al. (2025) and Mäkikangas et al. (2022) show that while some employees during prolonged remote work can present increasing engagement, other display declining engagement in the same frameworks. What is derived from these studies, is that engagement is more sensitive than satisfaction regarding personal traits and the personal resource-demands perception an employee has, suggesting that engagement is a more volatile, but a more meaningful indicator of telework

successful implementation and support, as it engulfs not only positive work evaluation from the employees but also how invested and energetic they are under remote frameworks.

The analysis of Fatima et al. (2024) further support the claim that the remote working effects are neither direct nor uniform on employee engagement, as the changes on engagement appear to be closely related to the relative and personal work experiences and the factors of job satisfaction, well-being and work-life balance. The Job Demand and Resources framework studies are in agreement with this interpretation and further suggest that engagement reflects a motivational process which includes the remote working benefits realisation, while taking into consideration that unmanaged demands may result in a weakening of employee engagement under flexible working arrangements (Dong et al., 2025; Ingusci et al., 2022).

Regarding the measurement of the level of employee engagement across studies, the employees self-report their experiences regarding vigor, dedication and absorption, which are considered the crucial and defining factors. The reviewed studies also indicate that engagement appears to be conceptually consistent in different contexts but empirically the findings show variation attributed to the changes remote work induces on the parameters that enable the sustained employee engagement, including communication, trust and self-regulation.

2.5.1.4 Remote Work, Job Satisfaction and Employee Engagement

An important stream of research positions job satisfaction as a linking mechanism between remote working and employee engagement. From a theoretical perspective, job satisfaction represents an affective–cognitive evaluation of work that precedes motivational states such as engagement. In addition, and based on interpretations derived from the Job

Demands-Resources framework, job satisfaction can also be seen as a signal showing that crucial enabling factors are present which can motivate and sustain work effort.

Evidence from field studies is in agreement with this holistic approach regarding job satisfaction and employee engagement. Specifically, findings show that remote work can increase engagement when it also increases job satisfaction though the enhancement of certain factors such as organisational support, balance and autonomy (Makbhot & Mubarak, 2024). The analyses of the mediation capabilities of job satisfaction suggest that the outcomes of remote working effects are often transferred through satisfaction to performance, well-being and life satisfaction, either partially or even fully (Yen & Cuong, 2025; Başol & Çömlekçi, 2022). The research of Ingusci et al. (2022) provide complementary support as they conclude that there are strong associations between the perceived remote working benefits and job satisfaction and suggest that satisfaction does not only emerge as an outcome at the end of the process but is included in the interpretation of the flexible working arrangements from the employee's perspective.

As a critical implication derived from the analysis and synthesis of the articles is that the omission of job satisfaction in an empirical model carries the risk of under-specifying the way in which the motivational outcome of remote work, if any, develops and derives, reducing accuracy. Simultaneously, the literature suggest caution as job satisfaction is not capable on its own to ensure employee engagement and its role is more as a key condition of supporting engagement when factors like organisational support and job conditions can enable a proper resource-demands balance. Conclusively, literature suggests in an indirect way that job satisfaction can be a conditional mediating mechanism, but this pattern has not been sufficiently clarified in the Greek context or as a solid theoretical documentation.

2.5.2 Job Satisfaction (JS)

Job satisfaction is considered as a cornerstone in human resource management and organisational behaviour, and it engulfs the emotional and evaluative perspectives of the employees referring to their job-related experiences and attitudes (Gašić et al., 2025). Job satisfaction represents the holistic approach of one's job, including both affective and cognitive perceptions associated to their working conditions, rewards and individual job characteristics (Kautish et al., 2025).

The latest spike in flexible arrangements adaptation resulted in an increase in research interest globally, especially focusing on how job satisfaction is affected and experienced under remote working frameworks (Belaid et al., 2025). Additionally, job satisfaction is generally viewed as a more stable theoretical variable compared to remote work, although literature differs in whether it should be treated as a dependent variable, mediator or as a part of the extend remote working experience.

2.5.2.1 Core Characteristics of Job Satisfaction in Remote Environments

With this theoretical approach aiming to decipher the variable of job satisfaction on remote working frameworks, the analysis of the core job satisfaction parameters is tailored and weighted to the remote working reality. Under this research perspective the core job satisfaction characteristics are categorised as follows:

i) Autonomy and Control

The factor of perceived autonomy is repeatedly highlighted as a key dimension and characteristic of job satisfaction in flexible arrangements. The drastic change induced by remote work, regarding job satisfaction, is that it can enable the employee to decide the where, when and how job-related tasks are completed, offering individual discretion and

thus providing the employee with some level of control (Kautish et al., 2025; Paraskevopoulos et al., 2025).

Albeit the positive effects, job satisfaction levels are not guaranteed solely by autonomy and control provided to the employees in remote arrangements. Overcontrolling management or excessive autonomy without clarity, feedback and guidance can undermine satisfaction as it can lead to uncertainty and role ambiguity (Ploszaj et al., 2025). Critically, regarding the outcome on autonomy, Basol & Comlekci (2022), suggest that organisational support, if applied appropriately, can result in sustained satisfaction over time.

ii) Work-life Balance

In remote satisfaction, the work-life balance factor is considered as a core mechanism which shapes the variable (Ghimire et al., 2023). Although remote work is viewed as a positive attributor for work-life balance, poorly designed or implemented arrangements can blur boundaries and create constant availability expectations which can complicate or even negatively impact the relationship between job satisfaction and flexibility (Nascimento et al., 2025). Work-life's balance effect on job satisfaction is described as acting through stress reduction and not as a direct factor influencing the variable, which when interpreted suggests that boundary management is a critical condition for positive outcomes on job satisfaction (Ploszaj et al., 2025).

iii) Psychological Well-being

Psychological well-being is closely linked to job satisfaction. Positive emotional experiences and stress reduction are identified to positively affect satisfaction, while chronic work-related strain can undermine it (Lu & Zhuang, 2023). Furthermore, technostress is a critical factor in remote arrangements, which is distinct from the broader work-stress parameters, and both highlight that remote work should be designed and implemented in ways that avoid a new and ongoing source of psychological strain (Nascimento et al., 2025).

iv) Social Connection and Communication

These parameters hold a critical role in achieving and sustaining job satisfaction in teleworking, when the factor of reduced physical proximity is taken into account (Puhakka et al., 2025). Indicatively, comparative evidence suggests that when strong communication and cohesion structures are applied the differences between on-site and remote workers are negligible. These findings highlight that social isolation can be avoided in remote working when organisational practices support connection, thus nullifying the risk induced by the absence of co-location (Limniou et al., 2025). However, as Puhakka et al. (2025) suggest, rigid and formal interaction, without the informal aspects encountered in traditional working, can still diminish satisfaction when the relatedness needs are not met.

Even though the examined literature body converges on the autonomy, work-life balance, well-being and communications as crucial mechanisms, it differs on which of those is the most powerful predictor, reporting that it depends on the context, gender and type of work.

2.5.2.2 Factors Affecting Job Satisfaction

Throughout literature, organisational support is generally recognised as a consistent predictor of shaping job satisfaction in remote frameworks. Research identifies the crucial role of organisational support highlight that clear policies, supportive leadership, technological resources and communication transparency are all considered key factors for sustained job satisfaction in teleworking (Chatterjee et al., 2025).

Individual and demographic differences can also shape job satisfaction, with the employee's gender being connected to different levels of stress exposure and also regarding the domestic role expectations (Lu & Zhuang, 2023). Personal values and individual resources and traits, on the other hand, can affect the employee's perspective regarding the

remote working conditions evaluation, suggesting that satisfaction reflects the interaction between the employee's dispositions and expectations and the organisational remote environment (Kautish et al., 2025).

Studies that result in findings that support organisational factors as more influential should not be viewed contradictory to those that highlight individual or demographic factors as these results are rather context related. The different outcomes suggest that the relationship between remote work and job satisfaction is contingent upon factors as support, demographic conditions and role design with different importance depending on the examined context.

2.5.2.3 Job Satisfaction and Employee Engagement in Remote Work Environments

The variables of job satisfaction and employee engagement are closely linked in remote environments. Based on the reviewed literature, satisfaction shapes the ground through the emotional and evaluative perspective that support crucial aspects of employee engagement such as dedication, absorption and sustained employee effort (Yen & Cuong, 2025). Nevertheless, evidence emphasizes that this relationship holds when certain conditions are met, with them being, clear communication and well-defined expectations (Limniou et al., 2025). Additionally, findings suggest that satisfaction may be unable to sustain alone engagement regarding roles with high interdependency or roles with limited job-related control (reduced autonomy). These findings, however, must not be deemed as contradiction evidence regarding this relationship but must be interpreted as further support on the conditional relationship between these variables, indicating a delicate balance in the remote working reality (Castillo et al., 2025). Moreover, as JD-R grounded studies report, remote working characteristics initially influence the employees' affective and evaluative

states, which subsequently shape engagement (Puhakka et al., 2025). As evidence also suggests, job satisfaction plays the role of a connecting bridge between these remote working characteristics and employee engagement, supporting the approach of satisfaction as a key mechanism shaping employee's attitudes in teleworking. Job satisfaction also seems to operate as an evaluative mechanism that transforms remote working factors and conditions to outcomes on employee engagement, while signalling the quality of this relation by explaining the how and why as a connecting and mediating variable.

2.5.3 Employee Engagement (EE)

In contemporary human resource management and organisational behaviour, employee engagement is considered a central construct, especially in the context of changing work arrangements. Broadly, employee engagement refers to a positive, fulfilling, work-related psychological state characterised by high levels of energy, strong involvement in work tasks, and deep concentration (Schaufeli et al., 2006). This distinction differentiates employee engagement from job satisfaction. Job satisfaction is viewed as a passive evaluative attitude, while engagement encompasses an active and persistent investment in work roles of cognitive, emotional, and behavioural resources (Kulal et al., 2025). This conceptual distinction is crucial to this study as it explains that the two variables should not be viewed and treated as equivalent outcomes of remote work.

The dominant conceptualisation in the reviewed literature follows the Utrecht Work Engagement framework, in which engagement is conceptualised through three core dimensions: vigour, dedication, and absorption (Schaufeli et al., 2006). This three-dimensional structure of employee engagement has been consistently confirmed across a variety of sectors and national contexts (Mäkikangas et al., 2022) and remains a widely adopted measurement approach in remote frameworks, supporting conceptual consistency,

even when the empirical findings diverge. The empirical divergence that is observed in the literature, despite the relative stability in engagement measurement approach, suggesting that employee engagement is highly dependent on the organisational context and the existing underlying mechanisms in every context.

2.5.3.1 Characteristics of Employee Engagement in Remote Work

Under the remote working arrangements employee engagement is expressed in different conditions. Although the main conceptualisation remains unchanged, certain aspects are emphasized more, such as self-regulation, intrinsic motivation and autonomy. Absorption explains the employee's cognitive engagement, which may increase under remote work when interruptions are reduced allowing enhanced focus on job-related tasks.

The emotional dedication is theoretically closer to trust and the provided organisational support than physical visibility (Alfalah et al., 2025; Kunte et al., 2025). Employee engagement, in terms of the employee's behaviour, can be increasingly reflected in the individual's effort and proactive actions towards problem solving than the timed-defined attendance patterns (Kulal et al., 2025).

Importantly, the introduction of remote work does not change the core of the engagement variable but it can alter the factors and conditions that affect and sustain the employee engagement over time.

2.5.3.2 Employee Engagement as an Outcome and a Mediating Mechanism

Evidence suggests that engagement works in two ways, initially as an outcome of flexible work and also as a mediating factor of the remote work transmitting the effect to productivity, well-being and turnover intentions (Dmour et al., 2023). Moreover, studies show that remote work intensity is not a reliable predictor of employee engagement, as

engagement is shown to develop in an indirect way and through the provided access to resources like technological and leadership support, learning opportunities and autonomy (Alfalah et al., 2025; Puhakka et al., 2025).

Findings suggest that remote work can act through engagement and affects as a positive pathway the employee well-being (Dong et al., 2025), while the outcomes of organisational support and technological factors are shown to act through engagement and affect productivity (Dmour et al., 2023). These findings, when interpreted, frame employee engagement as the motivational outcome of the perceived remote working characteristics, suggesting that the theoretical position of engagement is two-fold and can act as an outcome and as a mediator depending on the context, the theoretical perspective and approach.

2.5.3.3 Crucial Factors Affecting Employee Engagement in Remote Environments

Organisational and Leadership factors

Organisational support is considered as one of the strongest predictors of not only job satisfaction, but also employee's engagement in flexible working arrangements. Additionally, when an employee feels psychological safety and has a reduced perception of monitoring and surveillance, factors which are boosted through clear communication and trust building leadership, engagement can be supported even in physically dispersed teams (Weideman & Hofmeyr, 2020).

Job Design and Flexibility

Although flexibility is viewed as a main driver of employee engagement, not all forms of flexibility share equal weight and relevance. When flexibility is provided regarding workload control and work task execution, evidence supports that it can be more consequential than flexibility in working hours or working location (Ghonim et al., 2025).

These findings are adequate in explaining why remote working arrangements can present low or high employee engagement, as engagement levels depend on whether the provided flexibility can result into real control over job-related demands (Santosa et al., 2025).

Technology and Environment

Technology is identified as an enabling factor of employee engagement rather than a direct driver as digital tools can support engagement when they increase task efficiency, well-being and communication quality, while when their design fails, they can undermine engagement though increasing workload (Alfalah et al., 2025). The home working environment plays also an important role, regarding its quality, and can greatly influence the sustainability of engagement under prolonged remote work (Mäkikangas et al., 2022).

Individual Psychological Resources

The psychological capacity, boundary management and self-efficacy of every employee can influence their reported engagement in teleworking. However, relying solely on the individual resilience of the employee is warned against by the literature as it can pose a risk regarding the sustainability of employee engagement over time because it can obscure the organisational responsibilities, resulting in a straining resource-demands balance (Santosa et al., 2025).

Although the literature converges in the importance of the analysed factors regarding engagement in remote environments, it differs on whether the decisive factor is organisational or individual, which highlights the need to analyse each context separately.

2.6 Diagrams from Article Analysis

The articles that were finally selected to be studied in the present work had a publication year from 2018 until Q4 of 2025. Over the years, as shown in Diagram 2.1, research interest in remote work and its connection with employee satisfaction and

engagement has increased. Specifically, from 2022 onwards, a rapid increase in research interest in the topic can be observed, which can be explained by the changes made after COVID-19 in working arrangements across the globe, with many organisations adopting more flexible working models than the fully remote work (Belaid et al., 2025).

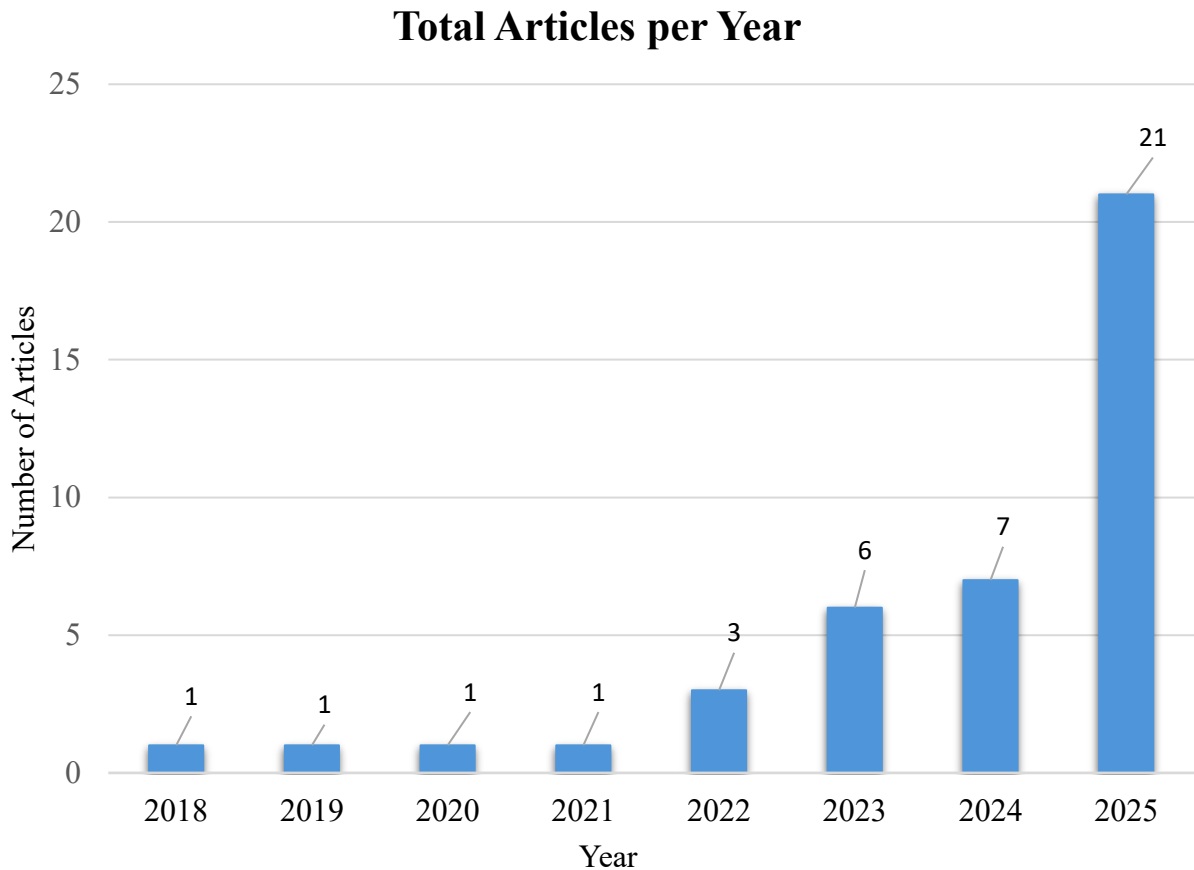


Figure 2.6: Number of Articles per Year

Based on the analysis of the articles by central concept presented in Table 2.6, Diagram 2.2 was created. The diagram presents the number of articles that refer to each concept examined in this study. As can be observed, the articles that refer to more than one variable were included and counted for each variable they refer to. As expected, the majority of articles refer to Remote Work (RW), while particular research interest is shown for Job Satisfaction (JS), followed by Employee Engagement (EE).

Number of Articles per Central Concept

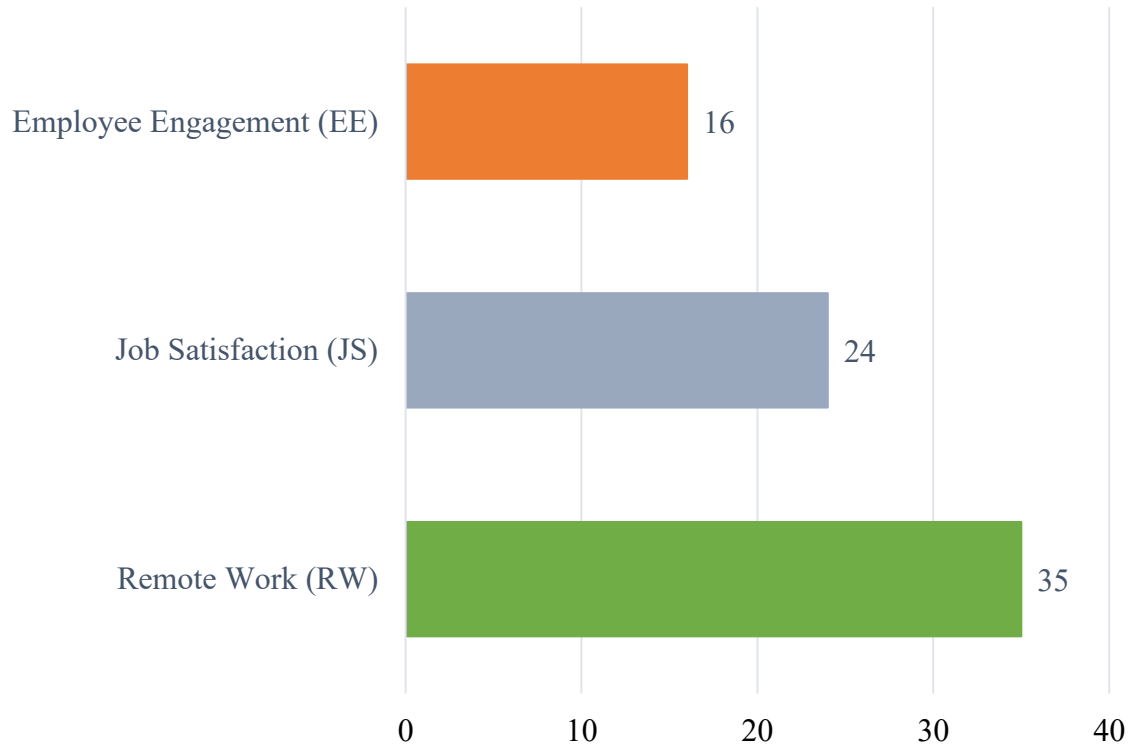


Figure 2.7 Number of Articles per Central Concept

From the analysis of the methodological approach followed by the articles included in the selected bibliography, as shown in Table 2.6, Diagram 2.3 was derived. As illustrated in Diagram 2.3, the approaches selected by the researchers are presented in percentages. In the selected literature, 20% of the articles followed theoretical methods, while 80% consisted of field research.

Percentage of Articles by Research Method

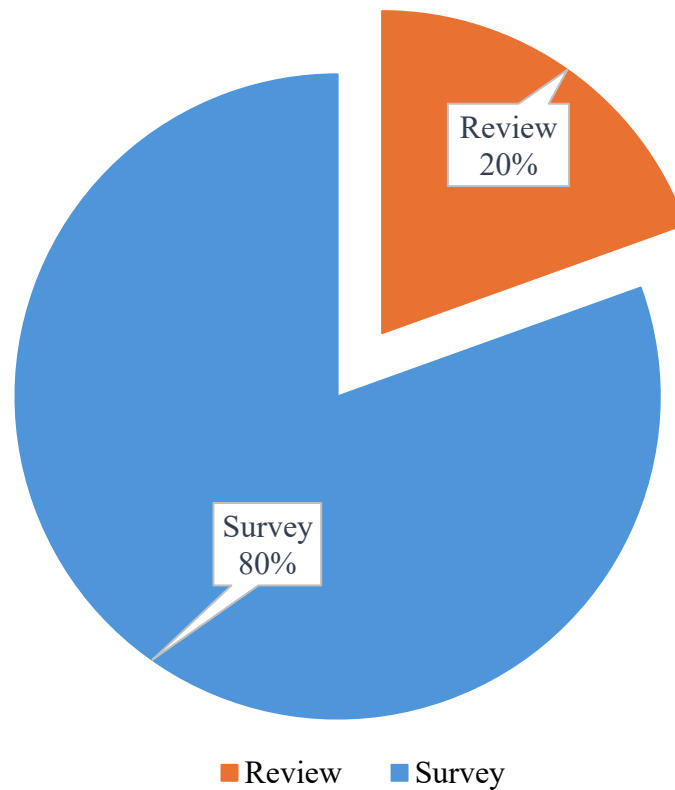


Figure 2.8 Percentage of Articles by Research Method

Diagram 2.4 shows the distribution of the analysed empirical studies by geographic region. While not all studies mentioned the exact country or region where the research took place, it can be confidently concluded that the research interest is particularly high in Europe, the Middle East and Asia. Another conclusion drawn from this diagram is that topics relevant to the present thesis are examined worldwide.

Distribution of Empirical Studies by Geographic Region

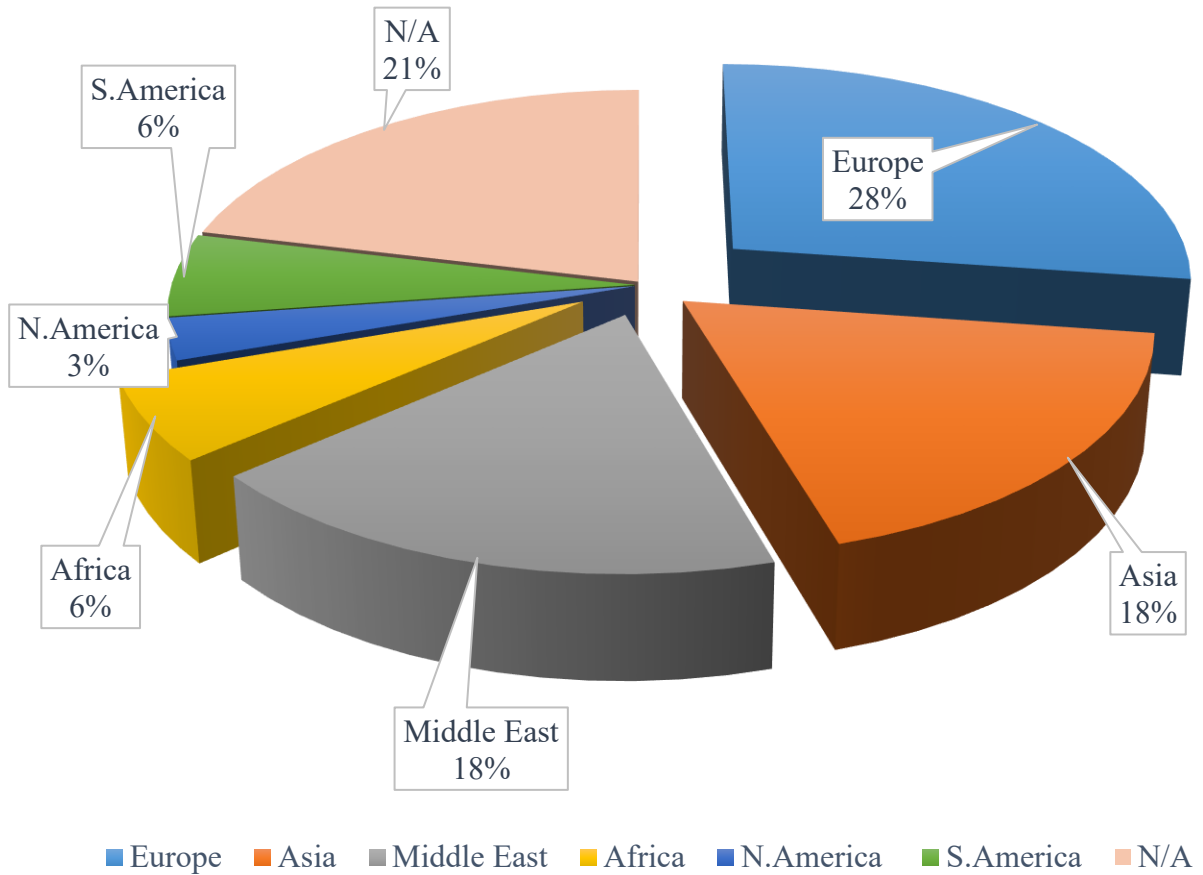


Figure 2.9 Distribution of Empirical Studies by Geographic Region

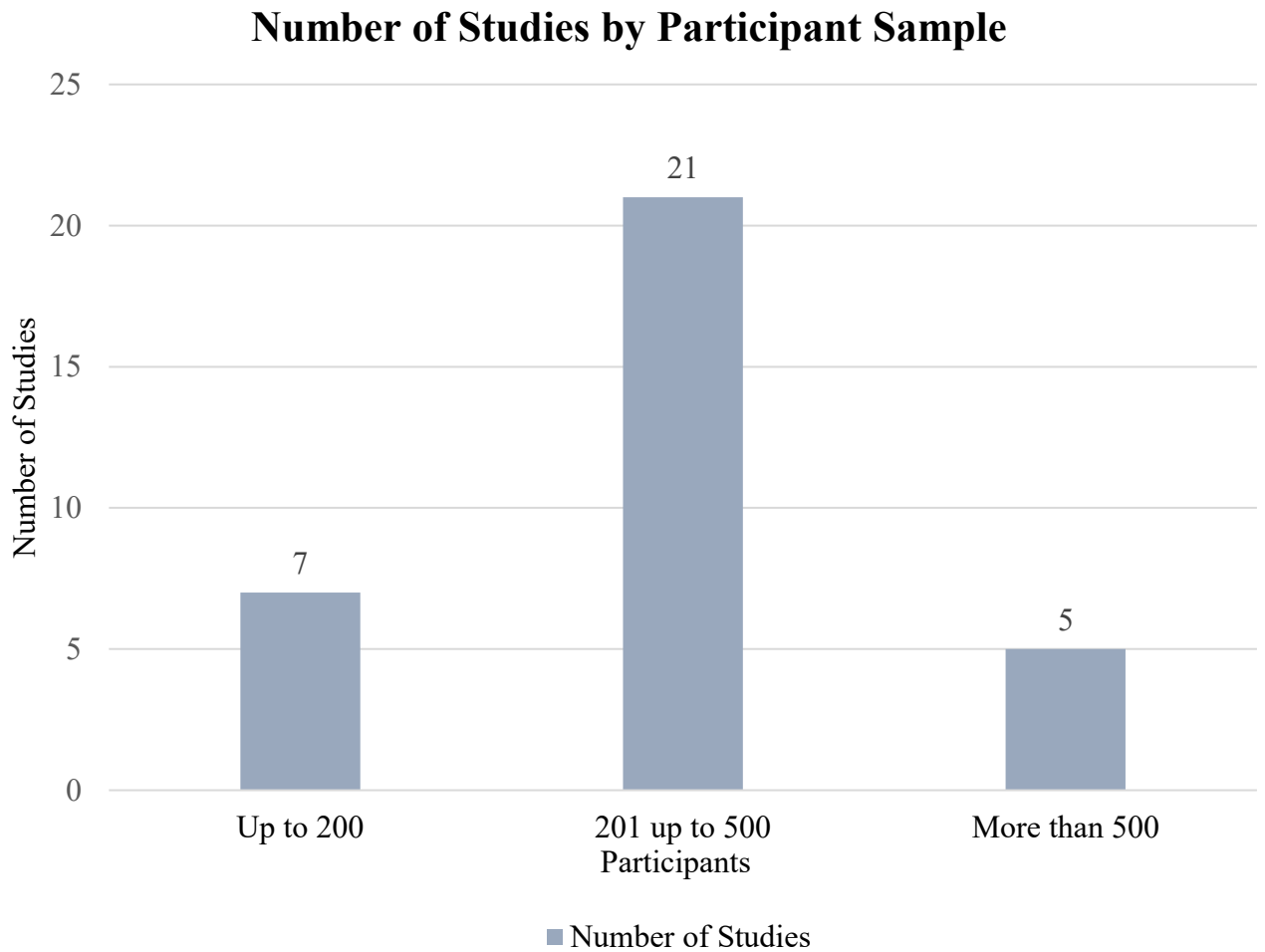


Figure 2.10 Number of Studies by Participant Sample

In Diagram 2.5, the number of participants in empirical studies is analysed. While the required sample is always connected to the selected data analysis method, it can be observed that most researchers choose a sample between 200 and 500 participants. The lowest sample size for the selected analytical method (PLS-SEM) within the present framework was 109, as reported in the study conducted by Gašić et al. (2024) in Serbia.

2.7 Conclusions

The Webster and Watson's (2002) literature review methodology and especially the clearly defined stages of analysis of the selected literature resulted in useful conclusions regarding the topic of the research, the research field and more importantly the empirical research of the thesis analysed in the following chapters. This chapter aimed to identify the relationships and characteristics of the variables of remote work, job satisfaction and employee engagement in the contemporary business environment. The obtained research keywords from the initially selected literature reviews led to the subsequent search and selection process of a total of 41 articles from the two research databases (Scopus and ScienceDirect).

Further analysis of the selected literature led to the categorization of the articles based on the central concepts they analysed. This process allowed the identification of trends in research interest and it became evident that there is significant interest regarding in remote work and the impact that its characteristics have on job satisfaction and employee engagement, as also shown in Table 2.6. The results of the literature review showed that a close connection exists between the central concepts as well as the importance of the remote working arrangements and proper organisational support provided and how they impact the two dependent variables. Another benefit from following this rigorous literature review methodology, is that it allowed the researcher to pinpoint the necessary factors required to study remote work in the Greek reality and create the research model and identify the proper measurement tools to properly assess the variables in question as they are analysed in the next chapter.

The findings of the analysis and synthesis of the existing literature revealed that the impact of remote working arrangements and their characteristics is crucial and beneficial

when proper guidelines and support is given and can lead to major challenges for the employees if not implemented correctly. Although these phenomena are extensively studied abroad, remote working and the relationships to job satisfaction and employee engagement in the Greek working environment remains underinvestigated, which identifies and delimits the research gap that the present study aims to address. Furthermore, the existing literature has not fully clarified the mechanism that remote work acts upon to be translated into job satisfaction and, through or in parallel with job satisfaction, into employee engagement.

The literature review also answered the research questions presented in Section 1.3 and investigated the research interest and the weight of each variable regarding the remote working environment. This allowed the researcher to gain a deeper understanding of the global research on the related topic and underlined indirectly the importance of investigating these variables in the Greek working environment and to test whether the same conceptual mechanisms are verified in the Greek context.

Regarding Research Question 1 (R1), it is observed that the research interest for the selected topic initially emerged in the present form from 2018 onwards based on the selected literature. Research interest on the variables in question remained relatively low until 2022, followed by a progressive increase in the subsequent years, after the pandemic, thereby addressing Research Question 2 (R2).

Furthermore, the analysis of the selected literature revealed that the majority of researchers followed an empirical methodological approach when examining topics relevant to this research field, as shown in Table 2.6 and Diagram 2.3, addressing Research Question 3 (R3). Addressing the final Research Question, R4, the concept matrix (Table 2.6) and Diagram 2.2 indicate that researchers focus primarily on job satisfaction, as it is also considered a mediating factor in this topic, while the interest for employee engagement is maintained at high levels. The research questions summary is included in Table 2.9.

Table 2.9 Research Questions Overview

	Research Question	Answer
R1	From which year onward did research interest began to emerge in studying remote word in relation to job satisfaction and employee engagement?	Research interest began to emerge initially in 2018.
R2	How does research interest in investigating the above factors vary from year to year?	Research interest remained stable until 2021. From 2022 onwards, a rapid increase can be observed, due to changes made after COVID-19.
R3	Which are the most common methodological approaches in previous studies in this field?	The most common approach is field study. Specifically, 20% of the articles followed theoretical methods and 80% consisted of field research.
R4	On which factor among job satisfaction and employee engagement does the research interest focus the most?	Particular research interest is shown for Job Satisfaction (JS), followed by Employee Engagement (EE).

In conclusion, Webster and Watson's literature review method was selected for the present study, because it allowed the researcher to approach and analyse the requirements of a literature review in a structured and robust way. This resulted in increased reliability and a clear presentation of the findings. The analysis of empirical studies allowed a deeper understanding of the variables, characteristics and the measurement tools consistent with

the Greek workforce and ultimately led to the creation of the research model that was adopted and is analysed in Chapter 3.

3. Research Methodology

3.1 Introduction

In the third chapter of this study, the research methodology used in the survey conducted is analysed. Furthermore, the purpose and objectives of the research are presented, followed by the justification of the measurement tools, data analyses methods and the population of survey. In section 3.6, the research hypotheses are analysed, along with the measured variables, the research model applied and the variable measurement tools (questionnaires) that were utilized for its implementation.

3.2 Purpose and Research Objectives

The purpose of the research, as discussed further in the chapter, is to highlight the relationship that describe and influence employee satisfaction and engagement in a remote work environment. In particular, the individual variables and characteristics of remote work that affect, either positively or negatively, the two main variables are examined, aiming to draw conclusions about the Greek reality in comparison with the results of research conducted abroad.

Notably, as foretold, the lack of corresponding research regarding Greek reality constitutes the research gap that this study aims to fill. To achieve the above objectives, the research hypotheses of the study are presented and discussed in the next section. These hypotheses were derived based on previous research conducted abroad and tested in this study, based on the results of the data analysis described in the next chapter.

3.3 Data Collection and Analysis

To achieve the objectives and purpose of the study, quantitative research was chosen, in agreement with the majority of field studies that attempt to analyse the variables of

employee satisfaction and engagement in a remote working reality, as shown in the analysis of empirical articles in the previous chapter.

In this research, convenience sampling was applied, which is a frequent choice in field research in the sector (Yen & Cuong, 2025; Pinheiro & Palma-Moreira, 2025; Gašić et al., 2025; Mabkhot & Mubarak 2024; Raj et al., 2023). For the collection of participant data, the measurement tool was formed by adopting three separate validated scales in questionnaires measuring the variables in question (Remote Work, Employee Satisfaction and Employee Engagement).

Regarding Remote Work and its characteristics, the RW-B&D scale of Ingusci et al. (2022) was selected, which measures the remote working characteristics using 14 questions and separates remote work into benefits (7 items) and disadvantages (7 items). Regarding benefits, it encloses the characteristics of work-life balance, economic and time saving, stress reduction, quality of work relationships, autonomy, self-organisation and effective use of technology. On the disadvantages, characteristics taken into account are limited access to resources, career and professional development constraints, supervisor monitoring and control, social isolation and technology distractions. For Job Satisfaction the items included in the questionnaire were selected from the original scale of Spector (1985). Of the original 36 items, the 9 highest loading items, one for each category of characteristics and an item for total employee satisfaction, were selected, as proposed by Nagy (2002), without affecting the measurement tool's quality and accuracy. The categories of the derived 10 item scale are: i) pay, ii) promotion, iii) supervision, iv) benefits and rewards, v) recognition, vi) operating procedures, vii) co-workers, viii) nature of work, ix) communication and ix) overall satisfaction. For the last variable, Employee Engagement, the validated scale Utrecht Work Engagement Scale (UWES-9) was selected and adopted. The scale's validation was performed by Schaufeli et al. (2006) in their study and was derived from the initial UWES-

17. This scale measures three dimension-characteristics of employee engagement which are i) vigor, ii) dedication and iii) absorption, each including 3 items and resulting in acceptable psychometric properties for work engagement measurement.

The analysis of the collected data was carried out using the PLS-SEM (Partial Least Squares - Structural Equation Modelling) method, in order to evaluate the relationships between the variables and the suitability of the research model. PLS-SEM is selected over other multivariate techniques, such as covariance-based SEM (CB-SEM) and multiple regression analysis, based on theoretical and methodological considerations. The first reason is that the adopted model is prediction-oriented, as the objective is to maximise the explained variance (R^2) of the constructs, rather than to confirm and establish a theoretical model that adheres to strict goodness-of-fit criteria, which would make CB-SEM the preferable method (Hair et al., 2011). Additionally, the proposed model's hierarchical structure, which conceptualises Remote Work (RW) as a higher-order formative construct consisting of two lower-order reflective constructs, led to the selection of PLS-SEM due to its ability to model and analyse complex hierarchical relationships where both formative and reflective constructs are included (Hair et al., 2011). PLS-SEM is also robust with moderate sample sizes and does not require strict multivariate normality assumptions, which in this study, with a valid sample of $N = 165$ respondents, makes it the most suitable method for analysing the proposed research model (Alfalah et al., 2025; Dong et al., 2025; Kautish et al., 2025).

The questionnaire formed for the survey was translated into Greek for better participant facilitation. Since all the measured data are self-reported utilising a single questionnaire, the potential for common method bias (CMB) was addressed. To reduce the possibility of CMB, certain steps were taken preemptively, before conducting collinearity tests in the data analysis phase. These steps included the use of validated scales in constructing the research questionnaire, ensuring and reminding the respondents of the

anonymity of their answers and carefully constructing the items of the questionnaire to reduce ambiguity and evaluation apprehension. In the data analysis phase, the full collinearity tests showed that all the variance inflation factors (VIFs) were below the threshold of 3.3, proposed by Kock (2015) and suggested that the common method bias (CMB) does not pose a significant threat to the results of this study.

3.4 Survey Sample

To compile the survey questionnaire, Google Forms tools were used, and it was forwarded electronically via e-mail and through social networks, as conducted in previous field surveys (Ploszaj et al., 2025; Mabkhot & Mubarak 2024; Raj et al., 2023). The data collection process lasted nine (9) weeks, from December 08, 2025, to January 21, 2026, and a total of 172 employees in remote working arrangements responded, with their characteristics described in the next chapter.

The condition for accepting the responses was their correct and complete completion, which led to the rejection of 7 participants, with the final number of valid responses for analysis amounting to 165. These responses were rejected due to incorrect completion, and this decision was made to ensure the reliability and data quality for the PLS-SEM analysis (Gašić et al., 2025; Mabkhot & Mubarak 2024).

3.5 Research Model

In creating the research model of this study, the analyses of the research approaches of previous studies played a catalytic role. Specifically, the analysis revealed that the characteristics of remote work affect the mentioned variables of employee satisfaction and engagement (Dong et al., 2025; Gašić et al., 2025; Mabkhot & Mubarak, 2024; Başol & Çömlekçi, 2022).

As stated in 3.3, remote work and its characteristics in the RW-B&D scale, proposed by Ingusci et al. (2022), are depicted as benefits and disadvantages. In Table 3.1 the two factors of remote working are presented, in the form they were included in the research model and provide a short definition of its factor.

Table 3.1 Remote Working Factors

Factor	Definition
Benefits	Positive outcomes of remote work connected theoretically with improving employees' well-being, autonomy, efficiency and satisfaction, by improving work-life balance, stress, flexibility, time allocation and technology usage.
Disadvantages	Negative outcomes of remote work connected with risks referring to social interactions, work organisation, visibility and career development, resulting in isolation, increased monitoring, work-home interference and limited access to resources and opportunities.

Note. Adapted from Ingusci et al. (2022) (Adjusted)

Table 3.2 includes the factors forming and conceptualizing the variable of job satisfaction as it is analysed and studied in the present thesis. These factors include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, communication and total satisfaction, fully aligned with the proposed factors from Spector (1985).

Table 3.2 Factors Affecting Job Satisfaction

Factor	Definition
Pay	Salary and wage satisfaction levels, including perceived fairness of paid compensation.
Promotion	Satisfaction with career advancements opportunities and fairness of promotion procedures.

Supervision	Satisfaction with the employees' immediate supervisor, referring to competence, fairness and support.
Benefits and Rewards	Employees' satisfaction with non-wage benefits provided, like insurance, leave and retirement plans.
Recognition	Satisfaction with the perceived recognition, appreciation and rewards associated with good performance
Operating Procedures	Satisfaction with organisational policies, rules, bureaucracy and administrative procedures.
Co-workers	Satisfaction with colleagues, referring to their competence, cooperation and interpersonal relations.
Nature of Work	Employee's satisfaction with the work itself including interest, meaningfulness and sense of accomplishment.
Communication	Satisfaction with the clarity, openness and effectiveness of information flow in the organisation.
Overall Satisfaction	Represents a total evaluation of how satisfied an individual is with their general job parameters, rather than with single job aspects.

Note. Adapted from Spector (1985) (Adjusted)

In employee engagement, as depicted in Table 3.3, there are three main factors that Schaufeli et al. (2006) identified that are crucial for variable measurement. These factors are also recognized by the literature as key dimensions of employee engagement and are vigor, dedication and absorption.

Table 3.3 Factors Affecting Employee Engagement

Factor	Definition
Vigor	Represents high energy and mental resilience at work and is characterised by willingness to invest effort and persistence even when facing difficulties.

Dedication	Represent a strong involvement in the employee's work, characterised by feelings of significance, enthusiasm, inspiration, pride and challenge.
Absorption	Engulfs being fully concentrated and happily engaged in work related tasks at such level that time passes quickly and detaching from work feels difficult.

Note. Adapted from Schaufeli et al. (2006) (Adjusted)

From the study of the methodological approach and research models in the literature, it was decided to adopt the model proposed by Mabkhot and Mubarak (2024) in their research and in the present study, with modifications in order to accommodate the purpose of this study and domestic data. This decision was made because the Mabkhot and Mubarak (2024) model constitutes, in the best possible way, the basis for creating the research model for this study, as it requires minor adjustments regarding modification of the fields, to include those deemed necessary for drawing conclusions about the Greek reality and implementing the purpose of the research. The research model adopted in this study is presented in Figure 3.1.

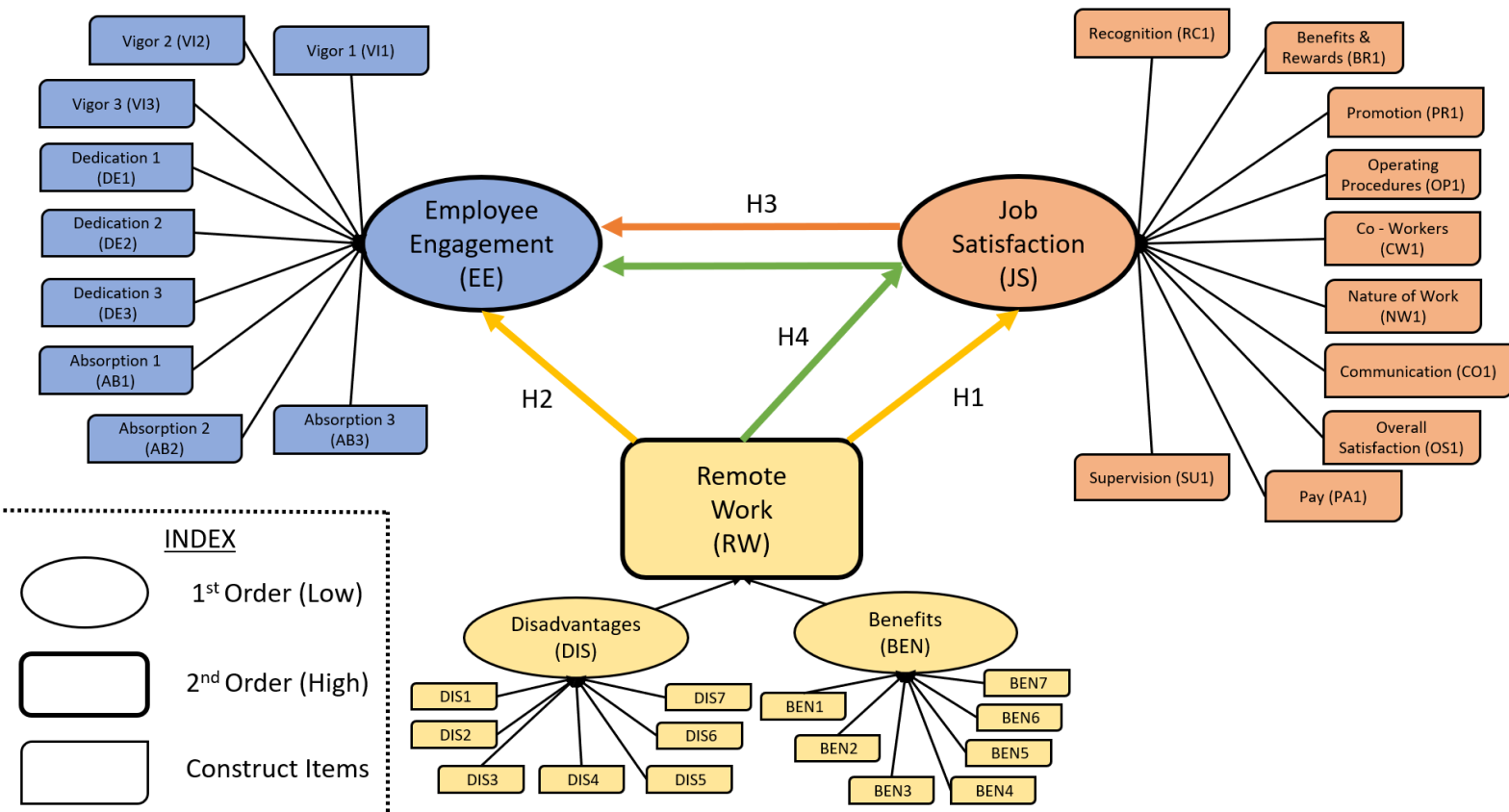


Figure 3.1 Research Model

In order to achieve the highest applicability of the proposed research model, the hierarchical structure was selected, so the research model consists of two orders-levels. The characteristics of Remote Work (RW), Benefits (BEN) and Disadvantages (DIS), are depicted in order to modelise the two sides of teleworking and to analyse them separately. These two (lower - reflective order) constructs are connected to the higher order (formative) construct of Remote Work (RW) in this PLS-SEM model. As first order constructs, as depicted in Figure 3.1, the variables of Job Satisfaction (JS) and Employee Engagement (EE) are constructed, with the questionnaire items loading directly at each one. This decision was made in order to avoid unnecessary perplexity in the constructed model, which can degrade the model's efficiency (Mabkhot & Mubarak, 2024; Hair et al., 2011).

In particular, the constructed model is capable of investigating whether and in what way remote work and its characteristics directly affect employee satisfaction and engagement. The model also examines whether the effect of these variables is transferred to employee engagement through satisfaction.

Table 3.4 lists the variables-factors of the model, with the abbreviations used in the data analysis, while the research hypotheses are analysed in the next section.

Table 3.4 Abbreviations of the Research Variables

Variable Name	Abbreviation
Benefits	BEN
Disadvantages	DIS
Pay	PA
Promotion	PR
Supervision	SU
Benefits and Rewards	BR
Recognition	RC
Operating Procedures	OP
Co-workers	CW
Nature of Work	NW
Communication	CO
Overall Satisfaction	OS
Vigor	VI
Dedication	DE
Absorption	AB

3.6 Research Hypotheses

This section presents and analyses the research hypotheses adopted in this study, which also constitutes the research model applied and are depicted in Figure 3.2. The following hypotheses focus solely on measuring the variables included, for the Greek remote working reality.

Remote work has been viewed and examined as a critical factor regarding employee work experiences because it reforms the fundamentals of traditional work and especially the where, when and how work tasks are performed (González et al., 2025; Ploszaj et al., 2025). Based on the theoretical analysis, remote work affects core job resources closely connected to the job satisfaction variable with these resources being autonomy, flexibility and control over work task execution (Dong et al., 2025; Ingusci et al., 2023) . Findings from field studies suggest that by affecting these factors, remote work can positively influence job satisfaction.

Evidence also agrees on that reduced commuting time, flexibility and improved work-life balance are considered some of the most reliable predictors of job satisfaction in remote working environments and that the improvement of emotional well-being results not only in an increase of job satisfaction, but also reduce the psychological strain in remote working arrangements (Ploszaj et al., 2025; Lu & Zhuang, 2023). In terms of measuring the outcomes of this relationship, the validation of Remote Working Benefits and Disadvantages scale, by Ingusci et al. (2022), identified that the perceived benefits of remote working (autonomy, efficiency and balance) are also positively associated with job satisfaction, underlining its multidimensional nature in remote working arrangements.

Further support is offered by Gudep (2019), signifying that flexible work arrangements greatly affect job satisfaction by reducing work-family conflict. Similar

studies identified work-life balance, as a mediating variable between flexible work and job satisfaction, while the role of organisational support is also emphasised in shaping job satisfaction in remote workers (Jamunarani & Syed, 2025; Atobishi & Nosratabadi, 2025).

However, this relationship between remote work and job satisfaction should not be seen as golden standard. Part of the examined literature reported conditional and even no correlation between them, suggesting that flexible working arrangements do not automatically have job satisfaction enhancement as an outcome (Puhakka et al., 2025; Limniou et al., 2025). Another aspect that contradicts this relationship is that findings from the COVID-19 pandemic indicate that remote working induced stress and increase work-family conflict, impacting negatively the employee's job satisfaction and well-being (Ventura et al., 2025). The study of Belaid et al. (2025) highlighted that the outcome of remote work on job satisfaction is greatly affected by the context in which remote work is implemented and underlined the risks of improper implementation for employees' satisfaction.

This ambiguity on the previous analysis and the conditional aspect of the examined relationship resulted in the formation of the following hypothesis in order to clarify and assess this relationship for the Greek workforce. Based on theoretical and empirical analyses, the following hypothesis is formed:

H1: *Remote Work (RW) and its characteristics have a positive impact on Job Satisfaction (JS).*

Employee engagement is considered as a motivation construct referring to employees' involvement, dedication and energy when performing their work (Santosa et al., 2025). As the Job Demands - Resources framework suggests, engagement is fostered when job resources outweigh job demands. Remote work, when supported with proper organisational practices, can promote employee engagement, by increasing the employees'

perception regarding core job resources such as autonomy, flexibility and perceived organisational support (Harunavamwe & Kanengoni, 2023).

Fatima et al. (2024) supported that the improvement of autonomy and work-life balance in remote working environments often results in employee engagement enhancement. Empirical studies concluded that flexibility, under a manageable workload, along with meaningful work design practices can result in a positive relationship between remote work and employee engagement (Kulal et al., 2025; Ghonim et al., 2025).

Organisational support is recognised as a crucial factor when referring to employee engagement in flexible working arrangements. When the institutional supports the employee properly, it mitigates virtual work demands in remote and hybrid environments leading to reinforcement of employee engagement (Harunavamwe & Kanengoni, 2023). Regarding sustained employee engagement, Mäkikangas et al. (2022) confirm that it is feasible when job resources are associated with remote work, while other studies suggest that there is a strong positive effect of remote work to employee engagement (Mabkhot & Mubarak, 2024); Dmour et al., 2023).

The relationship between remote work and employee engagement is generally supported but evidence suggests that caution is needed and this relationship is not always positive or supported. Puhakka et al. (2025) in their recent study reported that they found no significant correlation between a critical aspect of remote work, remote working intensity, and employee engagement, concluding that remote working single-handedly is unable to determine the outcome on employee engagement in the long run, without satisfaction of psychological needs and proper education-training. Furthermore, work-family conflict and stress induced by technological aspects and demands in flexible environments can undermine employee engagement, particularly when the available resources are unable to cover the job demands (Harunavamwe & Kanengoni, 2023). Noteworthy, the individual

and contextual factors are also highlighted for employee engagement, suggesting that work design and communication quality can be more influential compared to working arrangements in shaping the outcome on employee engagement, showcasing the need for careful examination not only the relationship but also the factors which are taken into consideration (Limniou et al., 2025).

With research reporting that remote work when paired with supportive practices and appropriate job resources can impact engagement positively, the need arises to examine this relationship under the framework of this thesis.

This resulted in the formulation of the following hypothesis:

H2: *Remote Work (RW) and its characteristics have a positive impact on Employee Engagement (EE).*

The variable of job satisfaction is generally recognized as a factor that can shape the motivation and the work-related attitudes in employees. Regarding employee engagement, satisfied employees tend to be more invested physically, cognitively and emotionally in their work-related tasks. Referring to the motivational state of the employee, job satisfaction as a factor can foster sustained work involvement and dedication (Kulal et al.2025).

In remote working contexts, as shown Kunte et al. (2025), job satisfaction is a significant predictor of employee engagement. Harunavamwe and Kanengoni (2023) also identify job satisfaction as a critical motivational parameter that, in remote working settings, enhances employee engagement.

Mäkikangas et al. (2022) conceptualisation placed job satisfaction as a central antecedent that sustains engagement over time, while Santosa et al. (2025), in their review, confirm that job satisfaction is one of the most researched and supported predictors of engagement across sectors. Yen and Cuong (2025), report findings that further support the positive influence of satisfaction in driving engaged and proactive work behaviours.

This relationship is on the most part considered as a positive correlation between the two variables in question in global literature. The main dispute voiced is whether this relationship can be supported when the job-related resources are relatively close to work demands, as job satisfaction's factors outcome on engagement are greatly affected by stress, increased work demands and work-family conflict (Harunavamwe and Kanengoni, 2023). This fact is also presented as an implication by Puhakka et al. (2025), who suggested that satisfaction factors may not result in employee engagement enhancement unless certain conditions are met, indicating that this relationship may be conditional.

These discrepancies along with the fact that studies mainly examine the connection of factors engulfed in the job satisfaction with employee engagement, and not the variable itself, resulted in the formulation of H3.

Hence, the following hypothesis is formed:

H3: *Job Satisfaction (JS) has a positive influence on Employee Engagement (EE).*

Recent literature highlights that remote work affects employee engagement indirectly and through employees' psychological traits and perceptions referring to their work (Alfalah et al., 2025; Dong et al., 2025). Job satisfaction is frequently recognised as translating mechanism of work conditions to engagement outcomes in remote working frameworks and mediates the effect of remote working behaviours and positive employee outcomes (Başol & Çömlekçi, 2022). Similarly, Jamunarani and Syed (2025) show that flexible working arrangements effects are mediated by job satisfaction and influence job-related outcomes. Job satisfaction plays also a crucial role connecting remote working characteristics to motivational and behavioural responses (Atobishi & Nosratabadi (2023).

Furthermore, Kunte et al. (2025) concluded that job satisfaction mediates the relationship between remote working experience and employee engagement. Job-related attitudes, on the other hand, as shown by Harunavamwe and Kanengoni (2023) convert job

resources into engagement in remote working context. In addition, in the studies of Alfalah et al. (2025) and Dong et al. (2025), it is demonstrated that remote work characteristics, through attitude and well-being pathways, can affect employee engagement.

As the job satisfaction examination as a mediator remains limited in remote frameworks, the merging of theoretical support and reasoning, with empirical evidence regarding the mediation capabilities and testing of job satisfaction factors, supports satisfaction's explanatory power regarding employee engagement.

To test this convergence for the Greek remote reality, H4 is formed:

H4: *Job Satisfaction (JS) mediates the effect of Remote Work (RW) and its characteristics on Employee Engagement (EE).*

3.7 Research Questionnaire

The measurement tool used to measure the research model, the variables and the hypothesis under study consists of two parts, the collection of demographic data of the participants and the main body of the questionnaire which was based on three validated and frequently used scales in empirical studies of this field. After the initial study of the validated scales, the final questionnaire was compiled and examined regarding its suitability for the research at hand. The last step was the attentive translation of the questionnaire in Greek, which was completed by the researcher.

The questionnaire starts with the collection of demographic data, was created after studying the corresponding sections of the questionnaires used in empirical quantitative surveys in the field, with the questions that comprise it aiming to collect information about the participant. Specifically, questions were included regarding the fields of the participant's gender, age, educational level, the remote work model and the industry in which they are

employed, as listed in Table 3.5. Corresponding field surveys were analysed to determine the age group categories (Mabkhot & Mubarak, 2024).

Table 3.5 Demographic Part of the Questionnaire

Please select your Gender:	
	<input type="radio"/> Male <input type="radio"/> Female
Please select you Age:	
	<input type="radio"/> 18 - 25 <input type="radio"/> 26 - 35 <input type="radio"/> 36 - 45 <input type="radio"/> 45 and above
Please select your Education Level:	
	<input type="radio"/> Primary <input type="radio"/> Secondary <input type="radio"/> Vocational <input type="radio"/> Bachelor <input type="radio"/> Postgraduate/ Doctoral
In which Remote Working Model are you employed?	
	<input type="radio"/> Fully Remote <input type="radio"/> Hybrid <input type="radio"/> Optional <input type="radio"/> Rotational <input type="radio"/> Flexible Work
Years of Remote Working Experience:	
	<input type="radio"/> less than 1 <input type="radio"/> 1 up to 3 <input type="radio"/> 3 up to 5 <input type="radio"/> more than 5
Employment Sector:	
	<input type="radio"/> IT <input type="radio"/> Finance <input type="radio"/> Education <input type="radio"/> Health & Public <input type="radio"/> Commerce & Tourism <input type="radio"/> Services <input type="radio"/> Telecom & Energy <input type="radio"/> NGO <input type="radio"/> Other
Weekly working hours:	
	<input type="radio"/> up to 20

- o 21 up to 35
- o 36 up to 40
- o 41 up to 50
- o more than 50

The second part of the questionnaire is compiled from the corresponding scales that were used to measure the variables investigated in this study, as analysed in the previous section.

The first scale in the second part is the RW-B&D scale of Ingusci et al. (2022) and consist of a total of fourteen (14) items. Items 1 to 7 measure the perceived Benefits and items 8 to 14 the perceived Disadvantages of remote working. The next scale is the modified scale of the Spector scale (1985) measuring job satisfaction. A total of ten (10) items are included, 9 for each satisfaction category and one item included by the researcher for the measurement of overall satisfaction. The UWES-9 scale of Schaufeli et al. (2006), contains nine (9) items measuring employee engagement, one for each category of the original scale (UWES-17).

The translation and analysis of the questions by scale and by variable-factor is presented in the following Table 3.6, while the participant can answer the questionnaire's questions using a 5-point Likert scale (Strongly disagree - Strongly agree).

In summary, the measurement scales of the variables under study are deemed appropriate, with their translation and weighting for domestic data being carried out by the researcher for the present study. The overall survey questionnaire, that was distributed to the participants is presented in Appendix A.

Table 3.6 Analysis of the Questions and Scales of the Questionnaire

Variable	Question (English)	Source	Question's Translation (Greek)
Benefits	BE1. Better possibility to coordinate work-family balance and/or to meet family needs in an appropriate way.	Ingusci et al. (2022)	BE1. Καλύτερη δυνατότητα συντονισμού επαγγελματικής και οικογενειακής ζωής και/ή καλύτερη κάλυψη οικογενειακών αναγκών.
	BE2. Economical and/or time saving in travelling.		BE2. Οικονομική και/ή χρονική εξοικονόμηση στις μετακινήσεις.
	BE3. Stress reduction and more time available for oneself.		BE3. Μείωση άγχους και περισσότερος διαθέσιμος προσωπικός χρόνος.
	BE4. Possibility of independently working and/or better concentration, organisation/planning of one's work.		BE4. Δυνατότητα αυτόνομης εργασίας και/ή καλύτερης συγκέντρωσης, οργάνωσης και προγραμματισμού της εργασίας.
	BE5. Better relationship with colleagues and/or superiors.		BE5. Καλύτερη σχέση με συναδέλφους και/ή προϊσταμένους.
	BE6. Increased job satisfaction.		BE6. Αύξηση της ικανοποίησης από την εργασία.
	BE7. Better use of available technology.		BE7. Καλύτερη αξιοποίηση της διαθέσιμης τεχνολογίας.

Disadvantages	DI1. Loss of sense of belonging to one's office, isolation and lack of socialisation with colleagues.	DI1. Απώλεια αίσθησης του ανήκειν στο γραφείο, απομόνωση και έλλειψη κοινωνικοποίησης με συναδέλφους.
	DI2. Reduced visibility towards superiors and/or recognition of own work.	DI2. Μειωμένη ορατότητα προς τους προϊσταμένους και/ή μειωμένη αναγνώριση της εργασίας.
	DI3. Difficulty in accessing tools/documents in the office/office and obtaining information from colleagues who work in the office.	DI3. Δυσκολία πρόσβασης σε εργαλεία/έγγραφα που βρίσκονται στο γραφείο και δυσκολία λήψης πληροφοριών από συναδέλφους που εργάζονται με φυσική παρουσία.
	DI4. Difficulty in planning work and/or excessive rigidity in working time.	DI4. Δυσκολία στον προγραμματισμό της εργασίας και/ή υπερβολικά άκαμπτο χρονοδιάγραμμα εργασίας.
	DI5. Less access to professional training and/or career progression, perception of less protection and/or less access to information on work decisions.	DI5. Μειωμένη πρόσβαση σε επαγγελματική κατάρτιση και/ή εξέλιξη καριέρας -- αίσθηση μειωμένης προστασίας και/ή περιορισμένης πρόσβασης σε πληροφορίες σχετικά με εργασιακές αποφάσεις.
	DI6. Perception of being subjected to stricter controls and/or negative perception by colleagues or superior.	DI6. Αίσθηση αυστηρότερου ελέγχου και/ή αρνητικής αντίληψης από συναδέλφους ή προϊσταμένους.

	DI7. Difficulty in concentrating due to domestic distractions and/or technology used.		DI7. Δυσκολία συγκέντρωσης λόγω οικιακών περισπασμών και/ή της χρησιμοποιούμενης τεχνολογίας.
Pay	PA1. I feel I am being paid a fair amount for the work I do.	Spector (1985)	PA1. Νιώθω ότι πληρώνομαι δίκαια για την εργασία που προσφέρω.
Promotion	PR1. Those who do well on the job stand a fair chance of being promoted.		PR1. Όσοι αποδίδουν καλά έχουν δίκαιες πιθανότητες προαγωγής.
Supervision	SU1. My supervisor is quite competent in doing his/her job.		SU1. Ο/Η προϊστάμενός μου είναι ικανός/ή στη δουλειά του/της.
Benefits and Rewards	BR1. The benefits we receive are as good as most other organizations offer.		BR1. Οι παροχές που λαμβάνουμε είναι εξίσου καλές με άλλους οργανισμούς.
Recognition	RC1. When I do a good job, I receive the recognition for it that I should receive.		RC1. Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που αξίζω.
Operating Procedures	OP1. My efforts to do a good job are seldom blocked by red tape.		OP1. Οι προσπάθειές μου σπάνια εμποδίζονται από γραφειοκρατία.

Co-workers	CW1. I like the people I work with.		CW1. Μου αρέσουν οι άνθρωποι με τους οποίους συνεργάζομαι.
Nature of Work	NW1. I like doing the things I do at work.		NW1. Μου αρέσουν οι εργασίες που εκτελώ στη δουλειά μου.
Communication	CO1. Communications seem good within this organization.		CO1. Η επικοινωνία στον οργανισμό είναι ικανοποιητική.
Overall Satisfaction	OS1. Overall, I am satisfied with my job.		OS1. Συνολικά, είμαι ικανοποιημένος/η από την εργασία μου.
Vigor	VI1. At my work, I feel bursting with energy.	Schaufeli et al. (2006)	VI1. Στη δουλειά μου νιώθω γεμάτος/η ενέργεια.
	VI2. At my job, I feel strong and vigorous.		VI2. Στη δουλειά μου νιώθω δυνατός/ή και δραστήριος/α.
	VI3. When I get up in the morning, I feel like going to work.		VI3. Ξυπνάω το πρωί και έχω όρεξη να πάω στη δουλειά.

Dedications	DE1. I am enthusiastic about my job.		DE1. Είμαι ενθουσιασμένος/η με τη δουλειά μου.
	DE2. My job inspires me.		DE2. Η δουλειά μου με εμπνέει.
	DE3. I am proud of the work that I do.		DE3. Αισθάνομαι περήφανος/η για τη δουλειά που κάνω.
Absorption	AB1. I feel happy when I am working intensely.		AB1. Αισθάνομαι χαρούμενος/η όταν εργάζομαι εντατικά.
	AB2. I am immersed in my work.		AB2. Είμαι απόλυτα συγκεντρωμένος/η από τη δουλειά μου.
	AB3. I get carried away when I am working.		AB3. Παρασύρομαι τόσο στη δουλειά μου, που χάνω την αίσθηση του χρόνου.

4. Data Analysis

In chapter 3, the analysis and description of the research model was carried out, along with the analysis of the factors - variables that are measured and influence the variables under study. Additionally, the method and process of collecting data from employees working under flexible working arrangements was presented, followed by the validated questionnaire.

The fourth chapter presents the results of the analysis of the data collected through the research questionnaire. In particular, the demographic data of the collected sample are presented using descriptive statistics, followed by the results of the analysis using the PLS-SEM method, while the chapter concludes with the testing of the research hypotheses of this thesis.

4.1 Descriptive Statistics

4.1.1 Sample Demographic Analysis

The initial sample of the research consists of 172 participants, with 165 being valid and thus, forming the final sample of this study. Participants were asked to answer questions regarding their gender, age, educational level, experience in remote working arrangements, total weekly working hours, as well as the sector in which they work, with their answers listed below.

Participants' Gender

In Figure 4.1 it is observed that from the 165 total acceptable answers, 51.52% of the sample were male, with 85 participants, while the 48.48% of the sample were female, with 80 total responses.

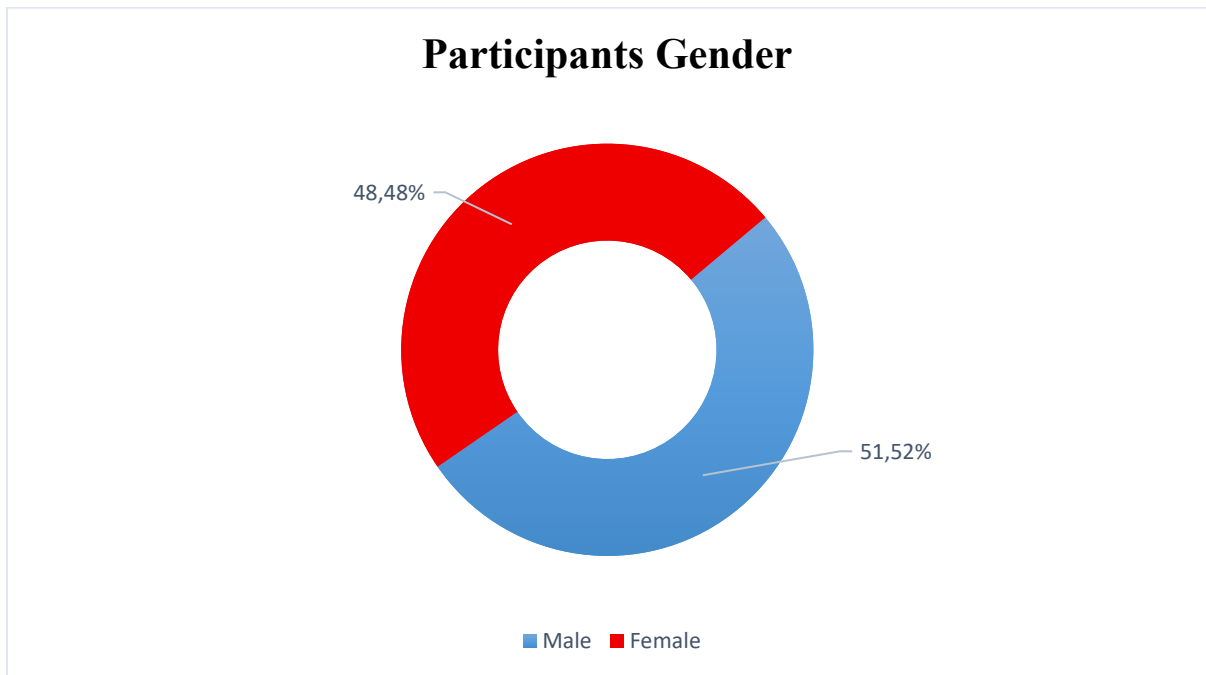


Figure 4.1 Participants Gender

Participants Age Group

Figure 4.2 presents the distribution of participants across the 4 age groups. The largest percentage of participants belonged to the age group 26 to 35 years old with 53.33% (88 participants), followed by the age group 36 to 45 years old with 30.30% (50 participants). The third age group, by number of participants, was 18 to 25 with 9.09% (15 participants), while the age group over 45 years old accounted for 7.27% (12 participants).

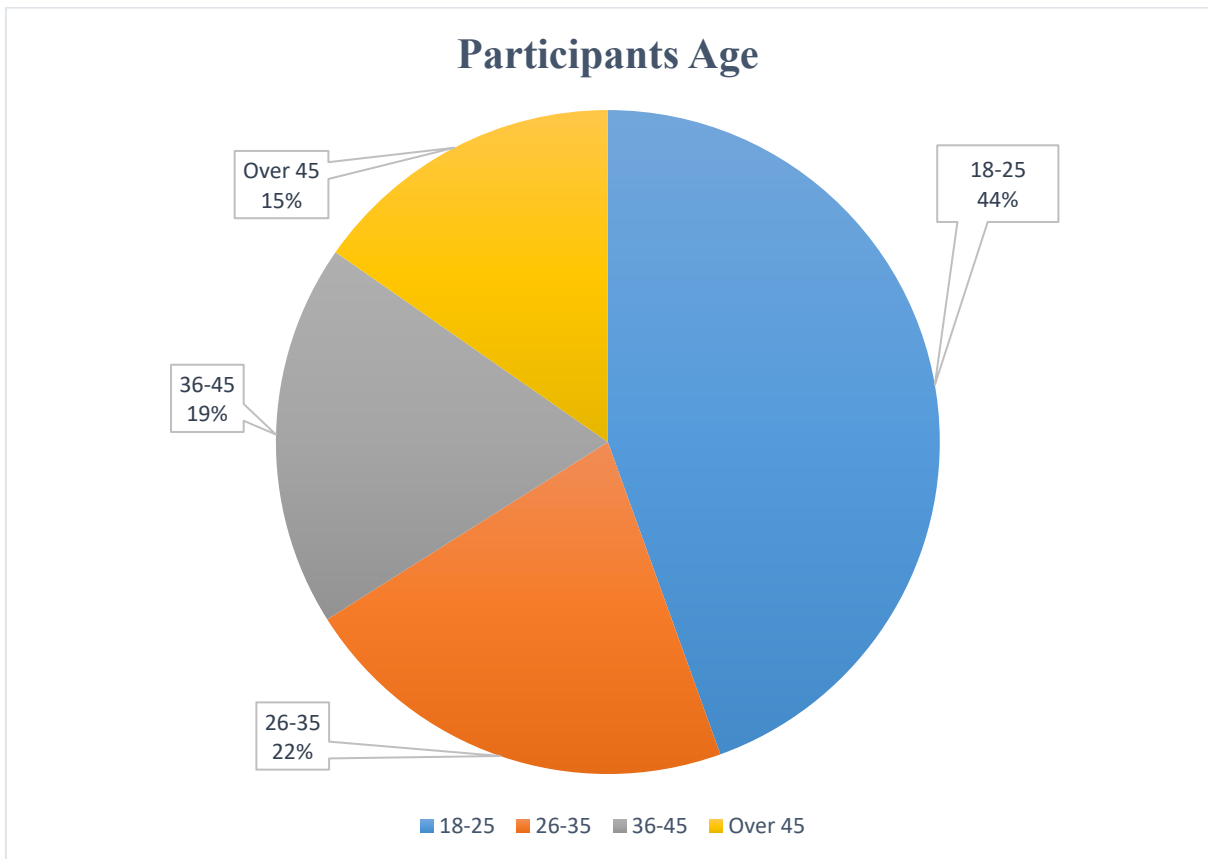


Figure 4.2 Participants' Age Group

Participants' Education Level

Regarding the participants' education level, the 46.67% were graduates of higher education (University graduates) with 77 participants, while 38.79% (64 participants) were graduates of postgraduate or doctoral studies. The group of secondary education graduates had 7.88% and 13 total participants, followed by category of Vocational Training Institutes (IEK) with 11 participants and 6,67%. Notably, there were no participants in the elementary education group, highlighting the need for appropriately educated employees, and preferably high-level, when referring to flexible or remote working arrangements.

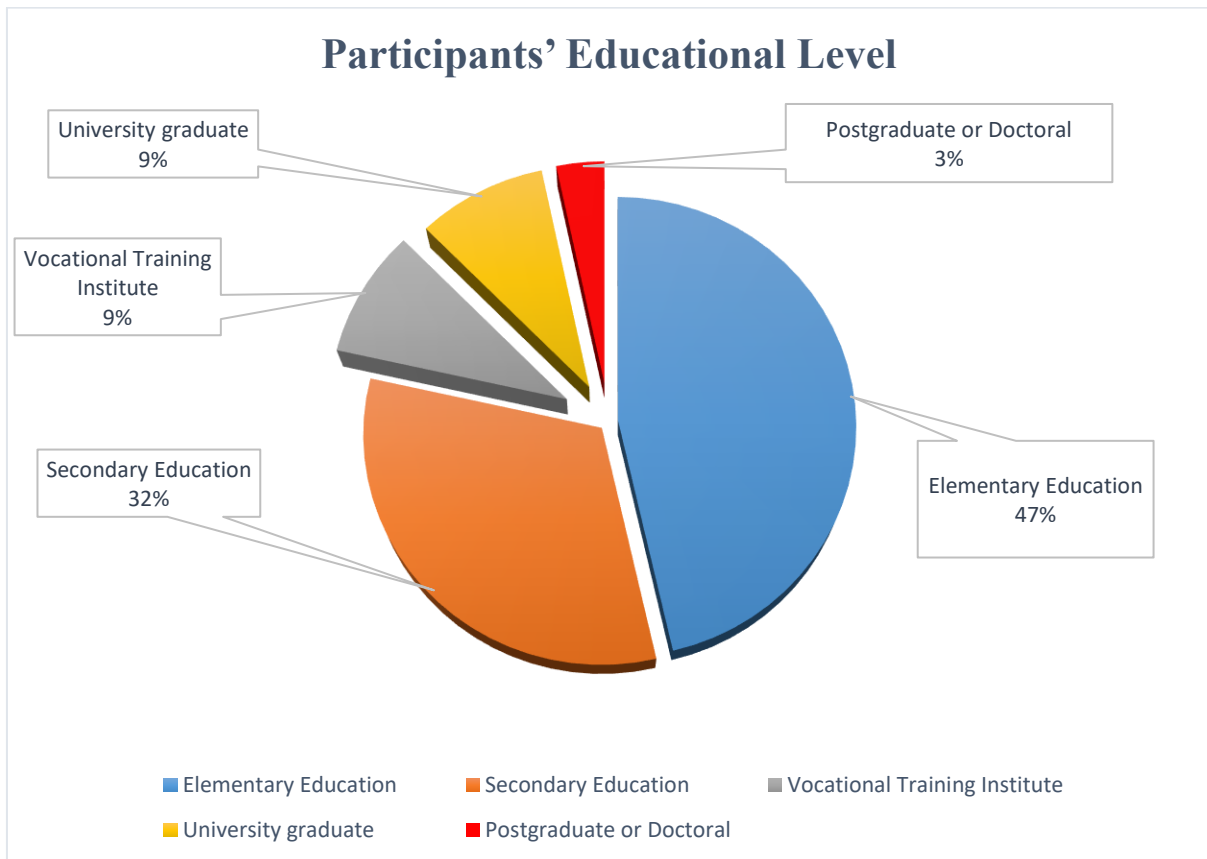


Figure 4.3 Participants' Educational Level

Remote Working Arrangements

The next demographical question referred to the remote working arrangement each participant was employed to. From the total number of 165 participants, 64 (38.79%) were employed to hybrid arrangements and 43 (26.06%) in fully remote, aligned with the working reality in Greece where hybrid is the preferred flexible model. Moreover, Optional/ Work-from-anywhere arrangement had 26 participants (15.76%), followed by Flex work 13.33% (22 participants) and Rotational Remote with 6.06% (10 participants) as shown in Figure 4.4.

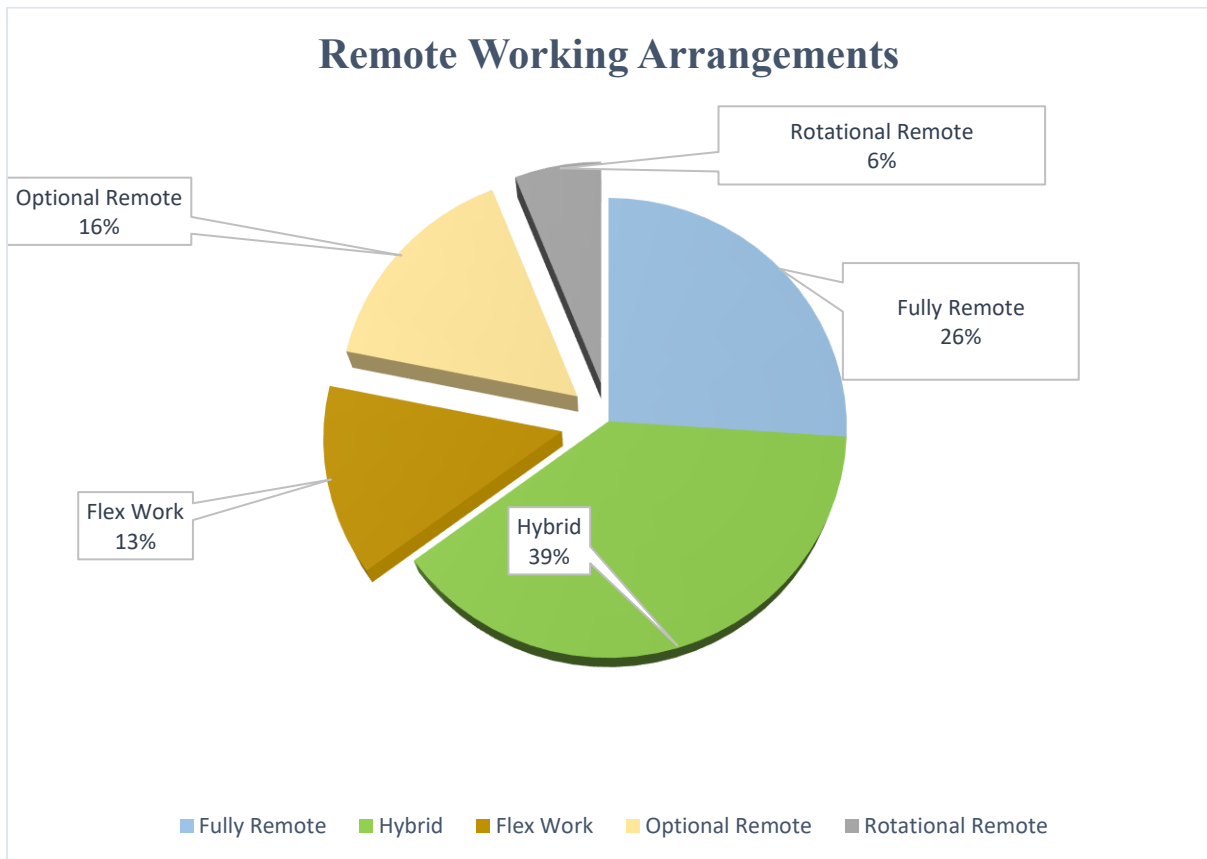


Figure 4.4 Remote Working Arrangements

Remote Working Experience and Working Sectors

Participants were asked to answer two questions regarding the length of time they have been working with remote working arrangements and the business sectors they are employed to.

According to their responses, it is observed that the majority of the participants work in a remote working framework for 1 to 3 years, 38.18% with 63 participants, showing that remote working arrangements were preferred by both employees and companies after and not only during the pandemic. 24.24% (40 responses) of the participants have been working in remote working environments for less than 1 year and 22.42% (37 participants) between 3 and 5 years. 25 participants (15.15%) reported that they are employed for more than 5 years in remote frameworks as shown in Figure 4.5.

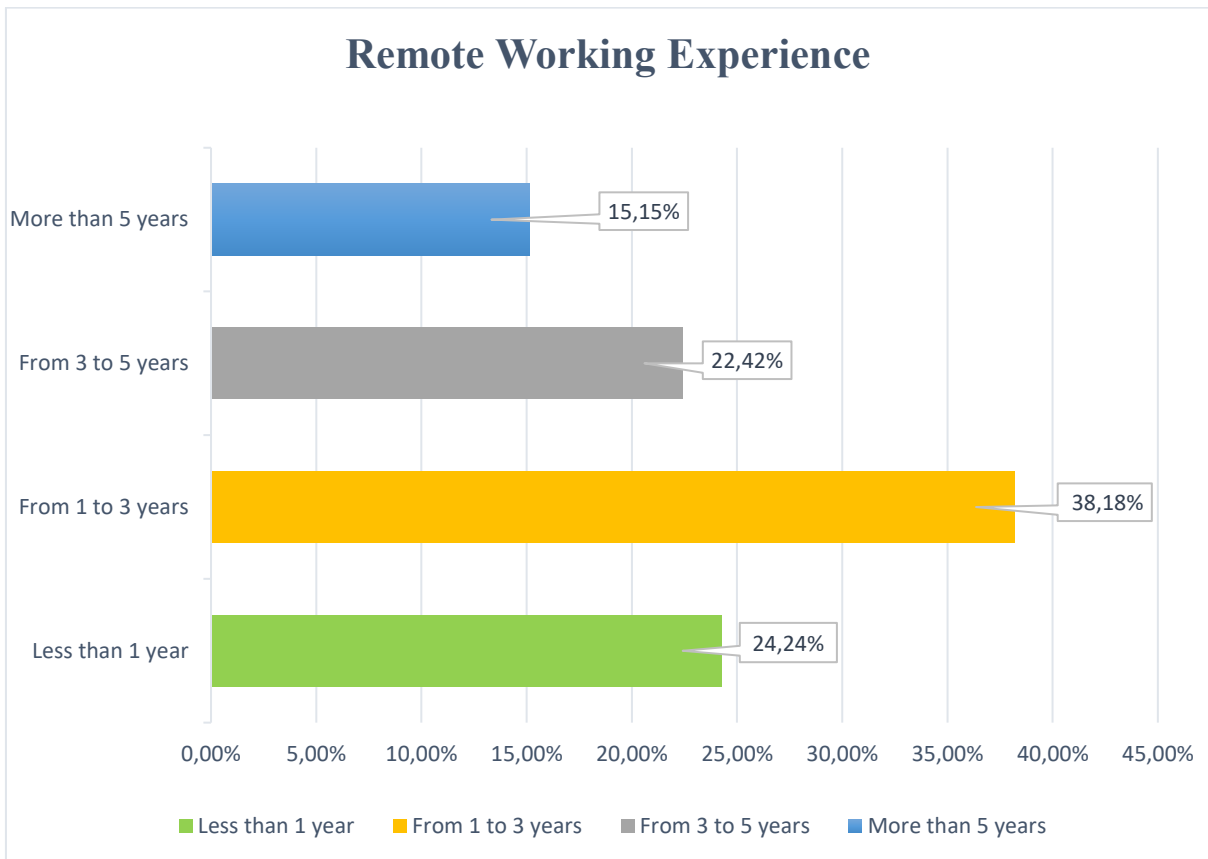


Figure 4.5 Remote Working Experience

When asked in which sector-industry they work in, the participants answered as beforehand expected that the majority with 28.48% (47 respondents) worked in the Informatics and Technological Sector. The sector of Services came second with 19.39% (32 participants), followed by Education 12.12% (20 respondents) and Retail 6.06% (10 respondents) sectors. The rest of the 56 participants (33.94%) were distributed in various sectors, so the decision was made to represent them as other sectors in Figure 4.6.

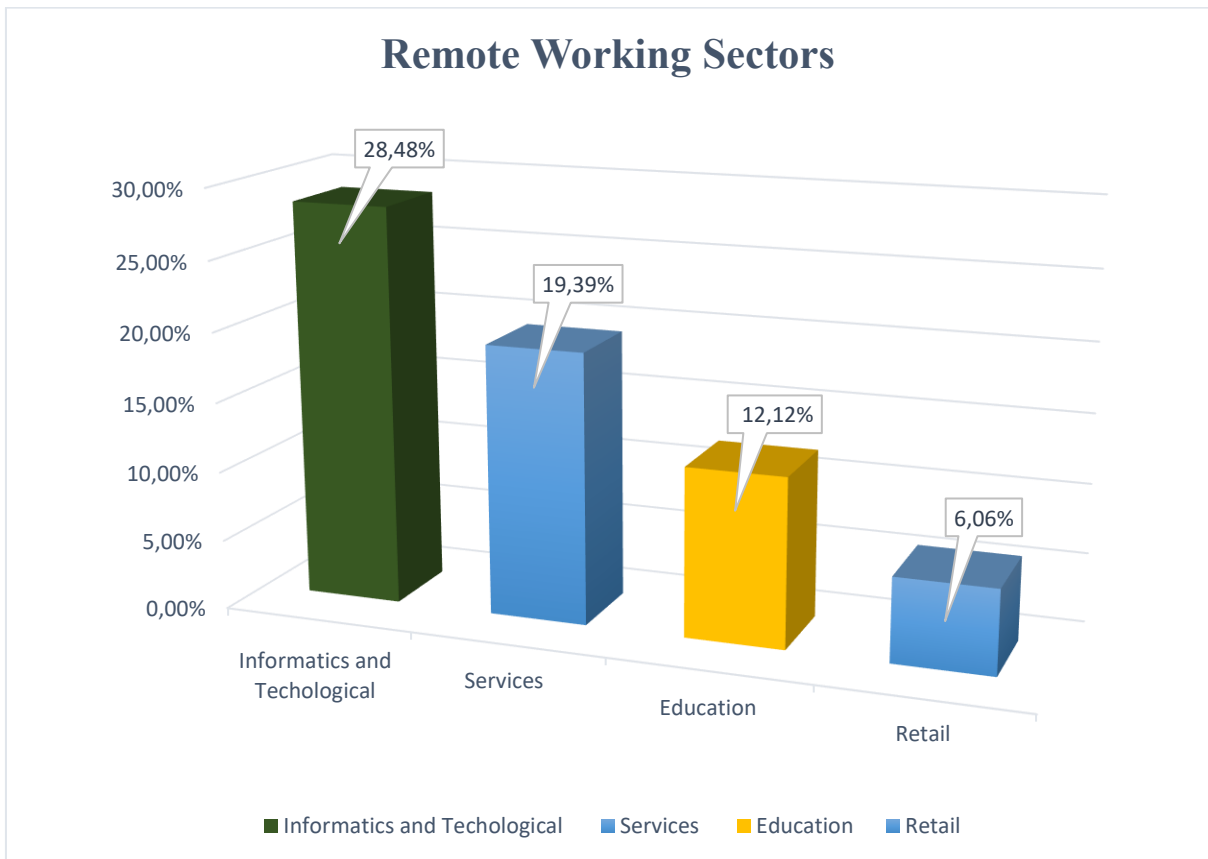


Figure 4.6 Remote Working Sectors

The participants were asked as the last demographic question to report on their weekly hours, as presented in Figure 4.7. This choice was made in order to better understand if remote working arrangements result in more employment hours as a silent expectation from the employers. The majority of the respondents, 44.85% (74 participants), reported that they are employed 36-40 hours per week, but a significant part of them 42.42% (70 participants) reported that they work more than 40 hours, highlighting the above expectation. Moreover, 12.73% (21 respondents) reported that they work under 36 hours, showing that remote working arrangements are selected also in part-time employment.

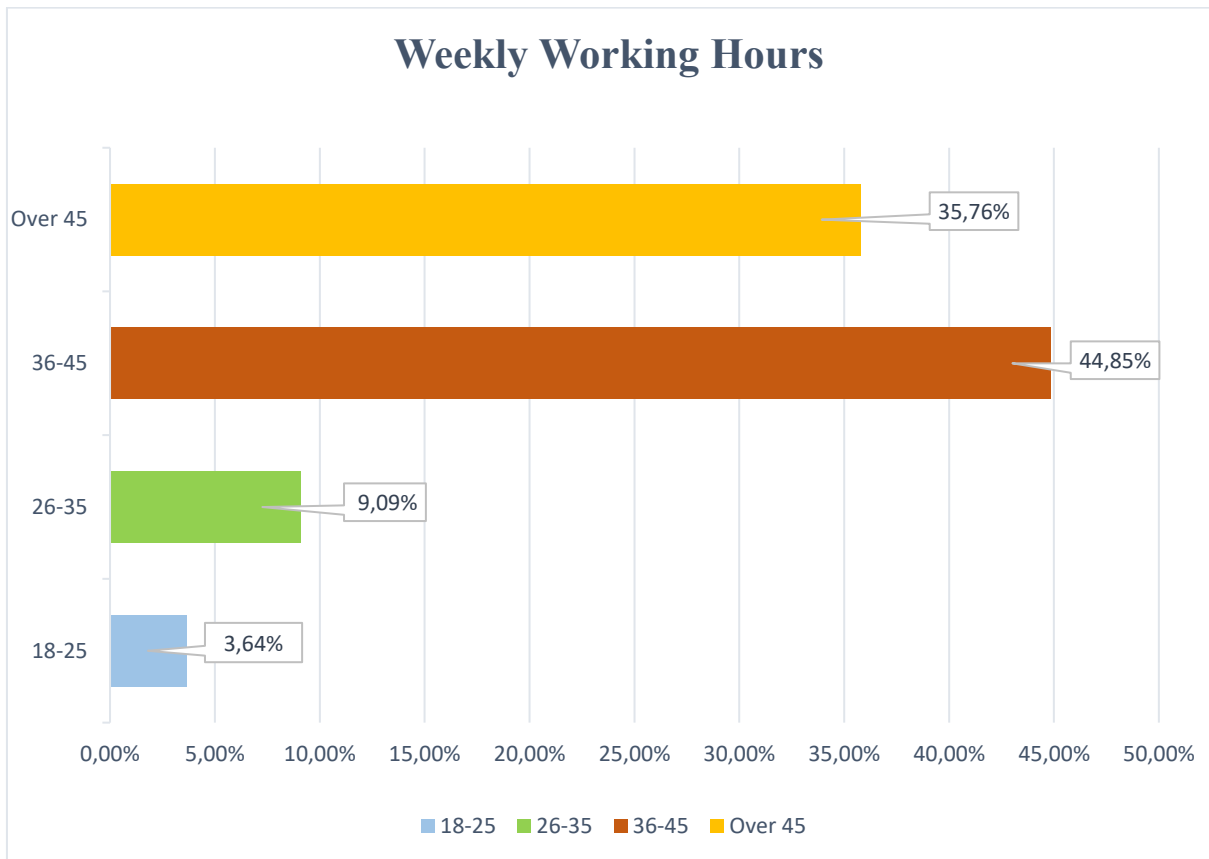


Figure 4.7 Weekly Working Hours

The responses given by the participants are summarized in Table 4.1.

Table 4.1 Demographic Questionnaire Data

Variable	Participants	Percentage (%)
Gender		
Male	85	51.52%
Female	80	48.48%
Age		
18-25	15	9.09%
26-35	88	53.33%
36-45	50	30.30%
Over 45	12	7.27%
Education		
Elementary Education	0	0.00%
Secondary Education	13	7.88%
Vocational Training Institute	11	6.67%
University Graduate	77	46.67%
Postgraduate or Doctoral	64	38.79%

Remote Working Arrangements

Fully Remote	43	26.06%
Hybrid	64	38.79%
Flex Work	22	13.33%
Optional Remote	26	15.76%
Rotational Remote	10	6.06%

Remote Working Experience

Less than 1 year	40	24.24%
1 to 3 years	63	38.18%
3 to 5 years	37	22.42%
More than 5 years	25	15.15%

Remote Working Sector

Informatics and Technological	47	28.48%
Services	32	19.39%
Education	20	12.12%
Retail	10	6.06%
Other	56	33.94%

Weekly Working Hours

Up to 20	6	3.64%
21 - 35	15	9.09%
36 - 40	74	44.85%
41 - 50	59	35.76%
More than 50	11	6.67%

4.2 PLS-SEM Analysis

The PLS – SEM method, as analysed in the previous chapter, was selected due to its increased efficiency in analysis and drawing conclusions, with a larger research sample (Aulia and Lin, 2025; Dong et al.,2025). Another reason for selecting this method was its suitability in the analysis of complex research models, such as the one adopted in this research (Gašić et al., 2025; Hair et al., 2011).

The data analysis using the PLS – SEM method was carried out in two stages. Initially, the evaluation of the measurement model was conducted in order to check the reliability and accuracy of the proposed model and questionnaire. Simultaneously, the determination of the loading factors was carried out, regarding the loading of every item-

question on the related construct-variable of the model which resulted in the acceptance or rejection of each item of the questionnaire.

The structural model was then tested to extract the effect and conclusions between the constructs and the dependent variables. The analysis was completed by testing the research hypotheses with the results being analyzed in the following subsections.

4.2.1 Measurement Model Testing

Utilizing the capabilities of the SmartPLS4 statistical program, the evaluation of the constructs and of the measurement model was carried out, with the results, finalised items and their factor loadings presented in Table 4.2 and Table 4.3. In Table 4.2 the questionnaire's Cronbach's α is depicted for each latent reflective variable, which exceeds the proposed acceptable value of 0.7 (Hair et al., 2019), suggesting that the survey's questionnaire exhibits satisfactory reliability and internal consistency.

Table 4.2 Reliability and Internal Questionnaire Consistency

Variables	Cronbach's alpha (α)	Composite reliability (rho_a)	Composite reliability (rho_c)
Benefits (BEN)	0.816	0.829	0.871
Disadvantages (DIS)	0.822	0.828	0.872
Employee Engagement (EE)	0.906	0.913	0.924
Job Satisfaction (JS)	0.903	0.913	0.921

The items of Disadvantages (DIS) were reversed to load positively on Remote Work (RW). The majority of the factors' loadings of the individual item-question of the proposed model and questionnaire exceeds the minimum acceptance value of 0.50, as proposed by Hair et al. (2019). Although 0.50 is the minimum threshold, the questionnaire items BEN2,

BEN5, DIS1, OP1 and AB3 were found to have marginal loadings (0.530, 0.492, 0.598, 0.541, 0.465 respectively) on their latent variables, and the decision was made to be removed by the researcher, because they reduced AVE and convergent validity (Dong et al., 2025; Gašić et al., 2025; Mabkhot & Mubarak 2024). Their removal does not affect Content Validity and improve model quality while preserving the theoretical meaning in the current analysis.

In Table 4.3 the questionnaire items are presented in English and Greek along with the latent variable they load to, the Factor Loading and the T-statistic.

Table 4.3 Questionnaire Item Factor Loading

Latent Variable	Question (Item) English	Question (Item) Greek	Factor Loading - Weight	T-statistic
Benefits (BEN)	BE1. Better possibility to coordinate work-family balance and/or to meet family needs in an appropriate way.	BE1.Καλύτερη δυνατότητα συντονισμού επαγγελματικής και οικογενειακής ζωής και/ή καλύτερη κάλυψη οικογενειακών αναγκών.	0.724	14.502
	BE3. Stress reduction and more time available for oneself.	BE3. Μείωση άγχους και περισσότερος διαθέσιμος προσωπικός χρόνος.	0.747	15.296

	BE4. Possibility of independently working and/or better concentration, organisation/planning of one's work.	BE4. Δυνατότητα αυτόνομης εργασίας και/ή καλύτερης συγκέντρωσης, οργάνωσης και προγραμματισμού της εργασίας.	0.802	24.924
	BE6. Increased job satisfaction.	BE6. Αύξηση της ικανοποίησης από την εργασία.	0.786	24.151
	BE7. Better use of available technology.	BE7. Καλύτερη αξιοποίηση της διαθέσιμης τεχνολογίας.	0.729	14.614
Disadvantages (DIS)	DI2. Reduced visibility towards superiors and/or recognition of own work.	DI2. Μειωμένη ορατότητα προς τους προϊσταμένους και/ή μειωμένη αναγνώριση της εργασίας.	0.665	11.075
	DI3. Difficulty in accessing tools/documents in the office and obtaining information from	DI3. Δυσκολία πρόσβασης σε εργαλεία/έγγραφα που βρίσκονται στο γραφείο και δυσκολία λήψης πληροφοριών από	0.708	15.240

colleagues who work in the office.	συναδέλφους που εργάζονται με φυσική παρουσία.		
DI4. Difficulty in planning work and/or excessive rigidity in working time.	DI4. Δυσκολία στον προγραμματισμό της εργασίας και/ή υπερβολικά άκαμπτο χρονοδιάγραμμα εργασίας.	0.797	23.390
DI5. Less access to professional training and/or career progression, perception of less protection and/or less access to information on work decisions.	DI5. Μειωμένη πρόσβαση σε επαγγελματική κατάρτιση και/ή εξέλιξη καριέρας -- αίσθηση μειωμένης προστασίας και/ή περιορισμένης πρόσβασης σε πληροφορίες σχετικά με εργασιακές αποφάσεις.	0.815	27.502
DI6. Perception of being subjected to stricter controls and/or negative perception by	DI6. Αίσθηση αυστηρότερου ελέγχου και/ή αρνητικής αντίληψης από	0.724	15.397

	colleagues or superior.	συναδέλφους ή προϊσταμένους.		
	DI7. Difficulty in concentrating due to domestic distractions and/or technology used.	DI7. Δυσκολία συγκέντρωσης λόγω οικιακών περισπασμών και/ή της χρησιμοποιούμενης τεχνολογίας.	0.654	11.221
Job Satisfaction (JS)	PA1. I feel I am being paid a fair amount for the work I do.	PA1. Νιώθω ότι πληρώνομαι δίκαια για την εργασία που προσφέρω.	0.751	18.270
	PR1. Those who do well on the job stand a fair chance of being promoted.	PR1. Όσοι αποδίδουν καλά έχουν δίκαιες πιθανότητες προαγωγής.	0.787	24.891
	SU1. My supervisor is quite competent in doing his/her job.	SU1. Ο/Η προϊστάμενός μου είναι ικανός/ή στη δουλειά του/της.	0.716	16.919
	BR1. The benefits we receive are as good as most other organizations offer.	BR1. Οι παροχές που λαμβάνουμε είναι εξίσου καλές με άλλους οργανισμούς.	0.753	20.236

RC1. When I do a good job, I receive the recognition for it that I should receive.	RC1. Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που αξίζω.	0.848	38.473
CW1. I like the people I work with.	CW1. Μου αρέσουν οι άνθρωποι με τους οποίους συνεργάζομαι.	0.656	11.479
NW1. I like doing the things I do at work.	NW1. Μου αρέσουν οι εργασίες που εκτελώ στη δουλειά μου.	0.687	15.563
CO1. Communications seem good within this organization.	CO1. Η επικοινωνία στον οργανισμό είναι ικανοποιητική.	0.701	12.057
OS1. Overall, I am satisfied with my job.	OS1. Συνολικά, είμαι ικανοποιημένος/η από την εργασία μου.	0.840	35.336
VII. At my work, I feel bursting with energy.	VII. Στη δουλειά μου νιώθω γεμάτος/η ενέργεια.	0.780	27.620

Employee Engagement (EE)	VI2. At my job, I feel strong and vigorous.	VI2. Στη δουλειά μου νιώθω δυνατός/ή και δραστήριος/α.	0.784	21.890
	VI3. When I get up in the morning, I feel like going to work.	VI3. Ξυπνάω το πρωί και έχω όρεξη να πάω στη δουλειά.	0.847	34.819
	DE1. I am enthusiastic about my job.	DE1. Είμαι ενθουσιασμένος/η με τη δουλειά μου.	0.822	31.864
	DE2. My job inspires me.	DE2. Η δουλειά μου με εμπνέει.	0.814	29.877
	DE3. I am proud of the work that I do.	DE3. Αισθάνομαι περήφανος/η για τη δουλειά που κάνω.	0.809	23.070
	AB1. I feel happy when I am working intensely.	AB1. Αισθάνομαι χαρούμενος/η όταν εργάζομαι εντατικά.	0.720	16.563

AB2. I am immersed in my work.	AB2. Είμαι απόλυτα συγκεντρωμένος/η από τη δουλειά μου.	0.625	10.114
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The next step is to assess the consistency, reliability, and accuracy of the measurement model. The Composite Reliability (CR) parameter is calculated to evaluate the internal consistency and reliability of the measurement model, exceeding the acceptance value of 0.60 proposed by Fornell (1982). The Average Variance Extracted (AVE) for all individual constructs exceeds the value of 0.50, which is the marginal acceptable value (Fornell & Larcker, 1981), with the analysis results shown in Table 4.4.

Table 4.4 Fornell and Larcker Criterion

	Benefits (BEN)	Disadvantages (DIS)	Employee Engagement (EE)	Job Satisfaction (JS)
Benefits (BEN)	0.758			
Disadvantages (DIS)	0.402	0.730		
Employee Engagement (EE)	0.309	0.311	0.778	
Job Satisfaction (JS)	0.262	0.280	0.718	0.751

As concluded from Table 4.3 and Table 4.4, it is observed that the three reliability measures (Factor Loading, AVE and CR) exceed the recommended values for each one, leading to the conclusion that the measurement model, the constructs and the measurement tool present satisfactory convergence reliability. Additionally, from Table 4.4, it is also derived that the square root of the Average Variance (AVE) for each construct exceeds the inter-construct correlations, which makes the constructs empirically distinct, based on the Fornell–Larcker criterion. Discriminant Validity (DV) of the variables-constructs was also tested with the HTMT criterion as presented in Table 4.5. The highest HTMT (0.766) was observed between Employee Engagement (EE) and Job Satisfaction (JS), well below the recommended threshold of 0.85, by Hair et al. (2019), resulting in satisfactory Discriminant Validity (DV).

Table 4.5 HTMT Criterion

	Benefits (BEN)	Disadvantages (DIS)	Employee Engagement (EE)	Job Satisfaction (JS)
Benefits (BEN)				
Disadvantages (DIS)	0.473			
Employee Engagement (EE)	0.364	0.363		
Job Satisfaction (JS)	0.288	0.315	0.766	

To test for the degree of multicollinearity, the Variance Inflation Factor (VIF) measure was used for all items and variables-constructs that compose the studied model.

The VIF values for the questionnaire items ranged between 1.487 and 2.960, and for the model's constructs from 1.000 to 1.192, as shown in Tables 4.6 and 4.7 which are significantly lower than the recommended maximum value of 5 (Hair et al., 2019), concluding that the data do not present a statistically significant multicollinearity problem. Additionally, as Kock (2015) suggested, with the VIFs of the questionnaire's items being below the threshold of 3.3, common method bias (CMB) is unlikely to pose a significant threat to the collected data.

Table 4.6 Items' Variance Inflation Factor (VIF)

Item	VIF	Item	VIF
AB1	1.909	DIS3	1.789
AB2	1.563	DIS4	1.895
BEN1	1.639	DIS5	2.066
BEN3	1.781	DIS6	1.557
BEN4	1.905	DIS7	1.487
BEN6	1.816	NW1	1.587
BEN7	1.599	OS1	2.585
BR1	2.222	PAY1	2.605
CO1	1.814	PR1	2.786
CW1	1.649	RC1	2.960
DE1	2.816	SU1	1.788
DE2	2.894	VI1	2.435
DE3	2.411	VI2	2.362
DIS2	1.537	VI3	2.735

Table 4.7 Constructs' Variance Inflation Factor (VIF)

Constructs	VIF	Constructs	VIF
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Benefits (BEN) -> Remote Work (RW)	1.192	Remote Work (RW) -> Employee Engagement (EE)	1.160
Disadvantages (DIS) -> Remote Work (RW)	1.192	Remote Work (RW) -> Job Satisfaction (JS)	1.000
Job Satisfaction (JS) -> Employee Engagement (EE)	1.160		

The assessment of statistical values results in the acceptance of the measurement model, as it is deemed appropriate for the purpose of this analysis and the constructs-variables it studies.

4.2.2 Assessment of Structural Model

The first step into assessing hierarchical models in PLS-SEM is to calculate the path coefficients for any first order construct which load on second order constructs. For the proposed model, only the Remote Work is a second order construct, with Benefits (BEN) and Disadvantages (DIS) being the first order constructs. To perform this assessment, the bootstrapping process of SmartPLS4 was carried out, with 5000 samples. Subsequently, and based on the 5000 samples, the Path Coefficient of the model were re-estimated, with the results presented in Table 4.8, Table 4.9 and Figure 4.8 below.

Table 4.8 Construct Coefficient on Remote Work (RW)

Construct	Path Coefficient	T-stat
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Benefits (BEN)	0.564	3.200
Disadvantages (DIS)	0.610	3.761

From Table 4.8 it can be observed that Benefits (BEN) and Disadvantages (DIS) and their respective items-questions are adequate in predicting Remote Work (RW) in the proposed model. In Table 4.8 the Path Coefficients between the variables in question are presented, which correspond to the respective hypotheses analysed in the following subsection. The Path Coefficients of Tables 4.8 and 4.9 are also depicted on the research model in Figure 4.8, for visual interpretation.

Table 4.9 Variables Path Coefficients

	Path Coefficient	T- statistics	P values
Remote Work (RW) -> Employee Engagement (EE)	0.180	2.229	0.026
Remote Work (RW) -> Job Satisfaction (JS)	0.372	3.948	0.000
Job Satisfaction (JS) -> Employee Engagement (EE)	0.651	10.510	0.000

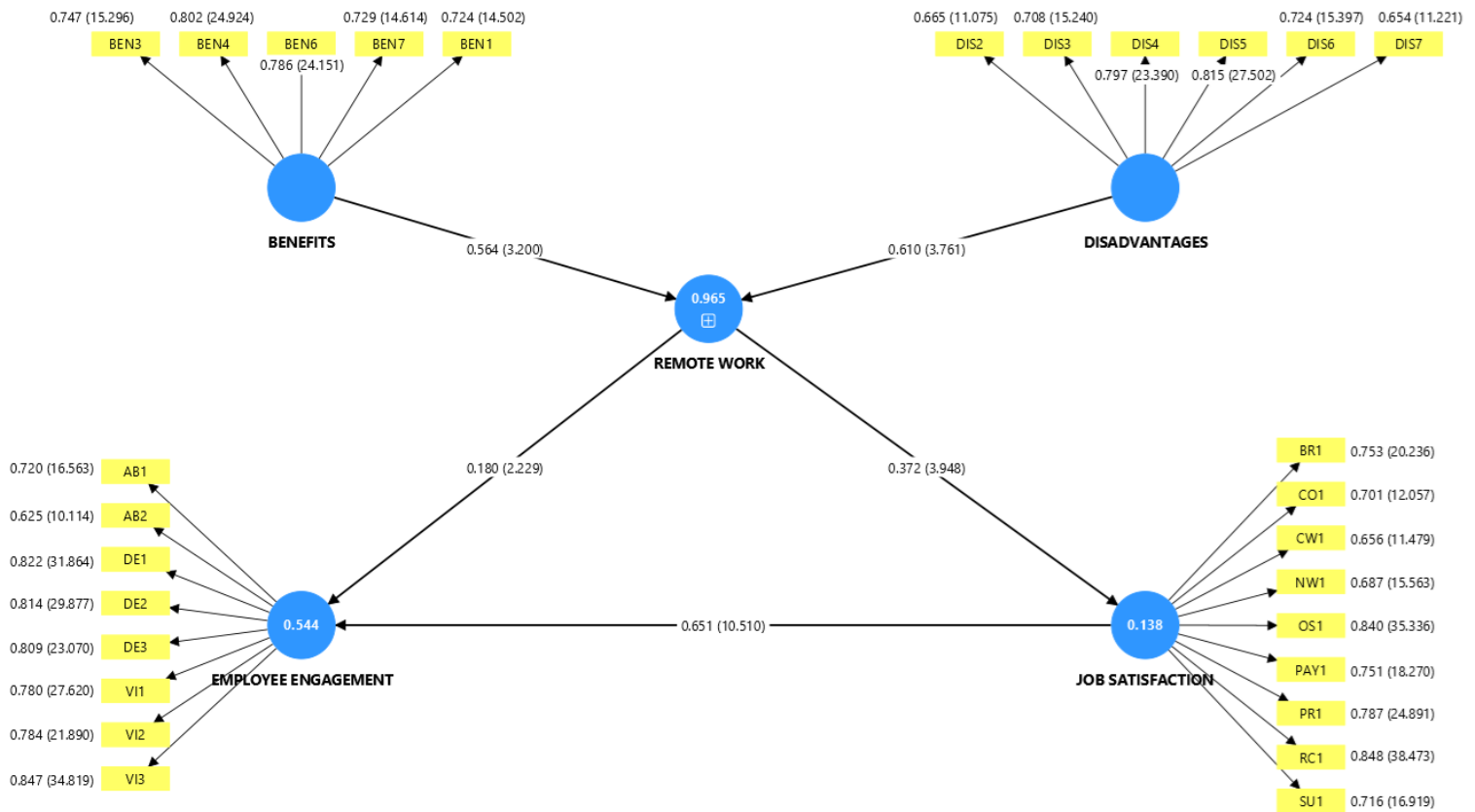


Figure 4.8 PLS-SEM Path Coefficients

The Coefficient of Determination, R^2 , is used to assess the explanatory power and in-sample predictive accuracy of the model. As it can be observed in Figure 4.8, the coefficient of determination R^2 , for Job Satisfaction (JS) is 0.138 in this model. Remote Work (RW) can explain 13.8% of the variance in Job Satisfaction (JS), which is found acceptable in organisational research. Regarding Employee Engagement, the R^2 value is 0.544, which suggests that the effects of Remote Work (RW) and Job Satisfaction can explain 54.4% of the variance in Employee Engagement (EE), showing a moderate to strong model explanatory power. Based on the R^2 value, the research model is particularly good in explaining Employee Engagement (EE), while also acceptable for explaining the effect Remote Work (RW) has on the multidimensional variable of Job Satisfaction (JS).

The last action was to analyse the Remote Work (RW) overall effect on the variables of Job Satisfaction (JS) and Employee Engagement (EE) was conducted, dividing it into direct and indirect effects. The indirect effect was studied as the effect of Remote Work (RW) transferred through Job Satisfaction (JS) to Employee Engagement (EE), with the results presented in Table 4.10.

Table 4.10 Analysis of Variable Effects

	Total Effects	T-statistics	P-values	Indirect Effects	T- statistics	P-values
Job Satisfaction (JS) -> Employee Engagement (EE)	0.651	10.510	0.000	N/A	N/A	N/A
Remote Work (RW) -> Employee Engagement (EE)	0.422	4.592	0.000	0.242	4.148	0.000
Remote Work (RW) -> Job Satisfaction (JS)	0.372	3.948	0.000	N/A	N/A	N/A

4.3 Research Hypotheses Testing

From the analysis of bootstrapping results in the previous subsection, it is observed that Remote Work (RW) affects significantly both variables. Remote Work has a modest positive effect on Job Satisfaction (JS) ($\beta = 0.372$, $p < 0.001$, $t\text{-stat} = 3.948$), thus supporting research hypothesis H1. This finding is aligned with the studied literature since numerous

studies conclude that through certain factors such as, flexibility, autonomy and reduced commuting time Remote Work (RW) can boost significantly the job satisfaction of remote employees (Dong et al., 2025; Kautish et al., 2025).

The effect which Remote Work (RW) has on Employee Engagement (EE) is positive and it is reported weaker than H_1 but remains modest, thus supporting H_2 ($\beta = 0.180$, $p < 0.05$, $t\text{-stat} = 2.229$). This finding suggests that the factors of Remote Work (RW) as discussed previously affect Employee Engagement (EE) positively, but are not sufficient to fully drive it, with empirical studies resulting in similar conclusions (Alfalah et al., 2025; Mabkhot & Mubarak, 2024). This is understandable, because Employee Engagement (EE) is linked to other factors like recognition, organisational support and proper leadership which were not items of the Remote Work (RW) variable in this study (Chatterjee et al., 2022). On the other hand, studies that integrated these factors into Remote Work variable found more significant relationships between the two variables (Dong et al., 2025; Mabkhot & Mubarak, 2024).

Job Satisfaction (JS) is found to have a very strong and positive influence on Employee Engagement (EE) ($\beta = 0.651$, $p < 0.001$, $t\text{-stat} = 10.510$), which is also the strongest relationship of the model, thus supporting H_3 . This is a well-established relationship in the existing literature and is based on the theoretical grounds that satisfied employees tend to be more invested and enthusiastic in their work than employees reporting lower Job Satisfaction (JS) (Gašić et al., 2025; Raj et al., 2023). As also stated in H_2 , factors such as recognition, co-worker relations, visibility and communication strongly affect Employee Engagement (EE) and were taken into account in the variable of Job Satisfaction, thus explaining the magnitude of this relationship.

The variable of Job Satisfaction (JS), in H₄, is examined for its mediation capability. Within the framework of this study and regarding the Greek flexible working reality, Job Satisfaction (JS) is found to have a mediating effect. Specifically, Job Satisfaction (JS) partially mediates the effect of Remote Work (RW) on Employee Engagement (EE) as shown also in Table 4.10. From the total effect of $\beta_T = 0.422$ ($p < 0.001$), the indirect effect that is mediated through Job Satisfaction (JS) is $\beta_{IN} = 0.242$ ($p < 0.001$, $t\text{-stat} = 4.148$). The theoretical support for this effect is strong, as also stated in H₁ and H₃. Since Remote Work (RW) enhances Job Satisfaction's (JS) factors and these factors influence Employee Engagement (EE) strongly, it is deduced that Remote Work (RW) can act through Job Satisfaction (JS) and influence Employee Engagement (EE) as also reported in various studies (Dong et al., 2025; Gašić et al., 2025).

The summary of the Research Hypotheses Testing is included in the following Table 4.11.

Table 4.11 Research Hypotheses Testing

	Research Hypothesis	Path Coefficients	Supported
H₁	Remote Work (RW) and its characteristics have a positive impact on Job Satisfaction (JS).	0.372***	YES
H₂	Remote Work (RW) and its characteristics have a positive impact on Employee Engagement (EE).	0.180*	YES
H₃	Job Satisfaction (JS) has a positive influence on Employee Engagement (EE).	0.651***	YES

H₄	Job Satisfaction (JS) mediates the effect of Remote Work (RW) and its characteristics on Employee Engagement (EE).	0.242***	YES
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*, **, *** Level of significance $p < 0.05$, $p < 0.01$ and $p < 0.001$ respectively.

5. Discussion and Conclusions

The proposed model aimed to predict the impact of Remote Work (RW) on employees' Job Satisfaction (JS) and Employee Engagement (EE). Regarding Employee Engagement (EE) the predictive accuracy of the model was 54.4% ($R^2=0.544$), which is considered a moderate to strong predictive power. The accuracy regarding Job Satisfaction was 13.8% ($R^2=0.138$) which indicates that Remote Work (RW) can only partially explain the variation of Satisfaction, signaling that there are other factors, except the benefits and disadvantages of Remote Work (RW), that must be also considered in Satisfaction outcomes.

5.1 Discussing Findings and Conclusions

Remote Work (RW) was found to have a positive and statistically significant effect on Job Satisfaction of Greek flexible working employees (JS) ($H_1: \beta=0.372, p<0.001, t\text{-stat} = 3.948$). The effect in terms of magnitude is moderate and indicates that Remote Work (RW) likely contributes to Job Satisfaction (JS) through the perceived benefits offered, as described by the literature, rather than the fundamental changes in job design. The low explained variance ($R^2=0.138$ or 13.8%) is supportive and consistent to this interpretation as satisfaction outcomes are also linked to organisational and contextual factors by Kautish et al. (2025). Although Job Satisfaction (JS) is recognised as a core benefit of Remote Work (RW) in the present research, the existence of disadvantages must be also emphasized as shown by Raj et al. (2023). The potential increase of the negative factors (induced stress, work-family conflict, isolation) suggested by Castillo et al. (2025) indicates that this result must be interpreted with caution as it can be affected negatively due to contextual variation

of the teleworking implementation across sectors and each employee's individual differences.

Regarding Employee Engagement (EE) and H₂ findings interpretation, Remote Work (RW) has a statistically significant but weak direct effect on Employee Engagement (EE) (H₂: $\beta = 0.180$, $p = 0.026$, $t\text{-stat} = 2.229$) regarding Greek remote workers, which is also the weakest path on the proposed model. This finding suggests that Remote Work (RW) alone is insufficient on its own to predict and significantly increase Employee Engagement (EE) as also suggested by Fatima et al. (2024) which reported variable contextual related outcomes across different studies. Remote Work (RW) is better interpreted as an enabling parameter regarding Employee Engagement (EE) than a direct driver, as Mäkikangas et al. (2022) also identified diverging outcomes on employees' teleworking engagement. This interpretation is also logically consistent with the long-term effect suggested by Ribeiro et al. (2024), that without organisational support, this effect on engagement may decline over time.

In the Greek remote framework, Job Satisfaction (JS) has a strong and highly significant effect on Employee Engagement (EE), the highest observed in the research model, ($\beta = 0.651$, $p < 0.001$, $t\text{-stat} = 10.510$). This finding suggests that Job Satisfaction (JS) acts as a core driver of Employee Engagement (EE) under flexible working arrangements, indicating that it is a necessary factor. Although this relationship is supported by various studies (Santosa et al., 2025; Makbhot and Mubarak, 2024), it must be clearly defined that a highly reported Job Satisfaction (JS) is not guaranteed to result in sustained employee engagement (EE) in the long run, as also suggested by Dmour et al. (2024) and Mäkikangas et al. (2022).

When examined for its mediation capabilities, which is the main contribution of this research, the findings suggest that for Greek remote employees, Job Satisfaction (JS) can partially mediate the effect of Remote Work (RW) on Employee Engagement (EE) ($\beta=0.242$, $p<0.001$, $t\text{-stat}=4.148$). This effect was found to be stronger than the direct effect of Remote Work (RW) on Employee Engagement (EE), suggesting that Remote Work (RW) influences Employee Engagement (EE), predominantly through its impact on Job Satisfaction (JS). Although Job Satisfaction (JS) is conceptualised as a main mechanism regarding Employee Engagement (EE) (Ploszaj et al., 2025; Ingusci et al., 2022), there was limited direct examination of Job Satisfaction (JS) as a mediating variable, with most studies focusing on individual factors related to satisfaction, which also highlights this study's contribution. Nevertheless, this finding should be viewed with caution and not be considered homogeneous for all flexible working contexts, as evidence suggests that remote working disadvantages can significantly weaken the positive role of satisfaction in sustaining engagement (Dong et al., 2025). As a result, the mediation effect may vary across sectors and organisations, thus it is suggested that careful context specific evaluation must be conducted.

From a theoretical point of view, the findings of this study do not only confirm existing empirical evidence when referring to positive relations between remote work, job satisfaction and employee engagement but they investigate more deeply the interrelations between them. Previous studies have examined job satisfaction as an outcome of telework and its characteristics and not as a psychological mechanism that intervenes and translates remote work characteristics into employee motivation and engagement, which the present thesis empirically supports. This conceptualisation views job satisfaction not only as a benefit and consequence of flexible work but as a cognitive appraisal process that plays an

important role in telework's ability to foster sustained engagement. With the hypothesis testing supporting the partial mediation of job satisfaction it is understood that employee engagement is not an automatic and pre-determined result of remote working, but it can emerge through satisfaction-based processes, which contributes to a more differentiated view and understanding of the relationships between the variables in question.

In conclusion, the proposed model explains the variance in Employee Engagement (EE) better ($R^2=0.544$) than in Job Satisfaction (JS) ($R^2=0.138$). As discussed above, when Job Satisfaction (JS) is included as a mediation mechanism, the explained variance in Employee Engagement (EE) increases and thereby increasing the proposed model's explanatory power, which is consistent with the multifactor engagement models highlighted in previous studies (Santosa et al., 2025; Fatima et al., 2024).

The findings of this thesis exclusively refer to Greek remote employees and indicate that remote work has a dual outcome, resulting in positive and negative consequences for them. Moreover, these outcomes are also conditional and based on the factors of organisational support, communication and management, while the cross-sectional nature of the study signals that the interpretation should be made with caution.

5.2 Practical Implications for Greek Organisations

This study's findings resulted in useful suggestions and conclusions for small to medium Greek organisations and companies. For an organisation to implement a successful flexible working arrangement, they should treat teleworking as a conditional Human Resource practice, rather than a homogeneous solution regarding employee engagement, as the weak direct effect on engagement suggests (Fatima et al., 2024). Their focus should mainly aim on the reported levels of job satisfaction of their employees and the satisfaction-

related conditions (autonomy, organisational support, flexibility and work-life balance) when implementing flexible frameworks. This focus is based on the moderate direct effect shown from the research and the strong mediation capability of job satisfaction to mediate the relationship of remote work and employee engagement. Based on that, the Greek organisations should not expect the remote working arrangements to improve engagement, without improving satisfaction, since it is shown to be a primary driver of engagements in such scenarios (Santosa et al., 2025).

Working from home for small and medium sized enterprises and organisations require careful and monitored strategies with continuous overseeing on managerial and organisational support, since a weak design can nullify or even reverse the expected gain from the remote work implementation (Dong et al., 2025). Businesses of these sizes face stronger structural constraints and often require a tailored remote approach regarding their sector, suggesting that the adopted processes should be carefully selected, monitored and adaptive and not rigid (Dmour et al., 2023). In conclusion, Greek businesses implementing remote working arrangements, are advised to aim for continuous and adaptive organisational effort in order to sustain employee satisfaction and engagement in the long run to ensure success.

5.3 Research Limitations and Future Research Suggestions

The cross-sectional approach of this research allowed the identification of relationships between the variables in question, but the definitive derivations of causal effects are limited and should be viewed with caution. Another limitation regarding the results of this study is that they are not able to capture the long-term changes in the dependent variables (job satisfaction and employee engagement) related to remote work,

which limits temporal and causal interpretations. Based on these limitations, it is suggested that future research adopt longitudinal or panel designs for the examination of causal effects and the evolution of job satisfaction and engagement over time under flexible working conditions.

Furthermore, remote work in this framework is conceptualised as a broad construct and can mask existing differences in the variety of flexible working arrangements and the business sector that they are applied to, thus obscuring contextual variations. Therefore, future research is suggested to analyse separately the outcomes and characteristics of different remote working types, intensity levels and sector and organisation-type specific studies, to identify the contextual boundary conditions and highlight the differences between them.

Also, the non-probabilistic sampling method, the relatively limited sample size and the self-reported nature of the data collection process may be subject to common method bias and perceptual subjectivity, and along with the low explained variance of satisfaction suggesting the presence of more factors affecting the variable, cautious interpretation and generalization of the findings is advised. To address these issues, future research should follow a multi-source or a mixed-method, combining qualitative and quantitative approaches, focusing on controlling common method variance, while employing probability-based sampling techniques and larger and more diverse samples to allow different group comparisons (demographic or sector groups), enhancing also external validity. Additionally, future empirical studies should incorporate more predictors such as leadership, culture, psychological or personal factors and traits to investigate further the variables in question and to strengthen the explanatory power of research models.

The analysed sample included only remote employees working in Greece, restricting external validity, so the derived results are valid only for the national context, as the results can be influenced by factors such as culture, attitude towards flexible working and even demographic distribution of this study. These factors must be considered, along with the similarities between populations before transferring and generalising these results to other countries and populations. Comparative cross-cultural and cross-country studies are deemed necessary to better understand the relationship between remote work, job satisfaction and employee engagement across different contexts.

Although the results indicate that job satisfaction acts as a partial mediator between remote work and employee engagement, as initially theoretically positioned, the proposed model investigates only one explanatory pathway between the variables in question, while other pathways remain unexplored. The nature of the adopted design does not allow the confirmation of the assumed directional relationships and cannot identify if there are alternate or reciprocal relationships between the variables. Therefore, it is advised that future research include such relationship pathways to refine the understanding of the underlying mechanisms connecting remote work, job satisfaction and employee engagement, which is also suggested by the partial mediation and signifies that other unexamined mechanisms may exist that operate in conjunction with this relationship. This approach will allow the examination of neutral or negative satisfaction and engagement trajectories regarding telework and further highlight the boundary conditions of the mediation capabilities of job satisfaction in flexible frameworks.

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Appendix A: Distributed Questionnaire

Διερεύνηση της Επίδρασης της Εξ Αποστάσεως Εργασίας στην Εργασιακή Ικανοποίηση και στη Δέσμευση των Εργαζομένων: Εμπειρικά Στοιχεία από Έλληνες Εργαζομένους

Σκοπός της έρευνας: Η διερεύνηση της επίδρασης των μορφών εξ αποστάσεως εργασίας (fully remote, hybrid κ.ά.) στην εργασιακή ικανοποίηση και τη δέσμευση των εργαζομένων, με στόχο την εξαγωγή συμπερασμάτων σχετικά με την ελληνική εργασιακή πραγματικότητα.

Η παρούσα έρευνα πραγματοποιείται στο πλαίσιο εκπόνησης διπλωματικής εργασίας και στοχεύει στη μελέτη του τρόπου με τον οποίο η εξ αποστάσεως εργασία επηρεάζει την ικανοποίηση και τη δέσμευση των εργαζομένων.

Το ερωτηματολόγιο απευθύνεται σε εργαζομένους με εμπειρία τηλεργασίας.

Θα σας παρακαλούσα να αφιερώσετε λίγα λεπτά από τον χρόνο σας για τη συμπλήρωση του ερωτηματολογίου, το οποίο έχει σχεδιαστεί ώστε να μην διαρκεί περισσότερο από 5 λεπτά.

Η συμμετοχή σας είναι εθελοντική και ανώνυμη. Τα δεδομένα που θα συλλεχθούν θα παραμείνουν απολύτως εμπιστευτικά και θα χρησιμοποιηθούν αποκλειστικά για ακαδημαϊκούς σκοπούς. Η έρευνα δεν έχει ανατεθεί, δεν συσχετίζεται και δεν χρηματοδοτείται από οποιονδήποτε ιδιωτικό ή δημόσιο φορέα, επιχείρηση ή οργανισμό.

Με τη συμμετοχή σας συμβάλλετε ουσιαστικά στην εξαγωγή χρήσιμων συμπερασμάτων και προτάσεων σχετικά με την υιοθέτηση και πρακτική εφαρμογή της απομακρυσμένης εργασίας στην Ελλάδα.

Σας ευχαριστώ θερμά για τον χρόνο και τη συμβολή σας!

Με εκτίμηση,

Αριτζής Ραφαήλ (std162171@ac.eap.gr)

Μεταπτυχιακός Φοιτητής του Π.Μ.Σ. στην Διοίκηση Επιχειρήσεων (MBA) του Ε.Α.Π.

* Indicates required question

- 1 Επιβεβαιώνω ότι έχω ενημερωθεί για τον σκοπό της έρευνας και δίνω τη συγκατάθεσή μου να χρησιμοποιηθούν οι απαντήσεις μου ανώνυμα.

Mark only one oval.

- Ναι
 Όχι

Μέρος Α΄ - Ερωτηματολόγιο Δημογραφικών Στοιχείων

Πείτε μας κάποια στοιχεία για εσάς!

2. Φύλο: *

Mark only one oval.

- Άνδρας
 Γυναίκα

3. Ηλικία: *

Mark only one oval.

- 18 - 25
 26 - 35
 36 - 45
 45 και άνω

- 4 Μορφωτικό Επίπεδο: *

Mark only one oval.

- Πρωτοβάθμια εκπαίδευση
 Δευτεροβάθμια εκπαίδευση (Γυμνάσιο-Λύκειο)
 ΙΕΚ - Τεχνική Σχολή
 Τριτοβάθμια εκπαίδευση (Πανεπιστήμιο-Τ.Ε.Ι.)
 Μεταπτυχιακές/Διδακτορικές σπουδές

5. Με ποιά μοντέλο εξ αποστάσεως εργασίας εργάζεστε; *

Mark only one oval.

- Πλήρως Εξ Αποστάσεως (Fully Remote)
- Υβριδικό (Hybrid)
- Τηλεργασία κατ' επιλογή (Optional / Work-from-anywhere)
- Εκ περιτροπής εξ αποστάσεως (Rotational Remote)
- Εσωτερική ευέλικτη εργασία (Flex Work)

6. Πόσο καιρό εργάζεστε σε οποιασδήποτε μορφής εξ αποστάσεως εργασία; *

Mark only one oval.

- Λιγότερο από 1 έτος
- Από 1 έως 3 έτη
- Από 3 έως 5 έτη
- Περισσότερο από 5 έτη

7 Σε ποιο κλάδο εργασίας εργάζεστε; *

Mark only one oval.

- Πληροφορική / Τεχνολογία
- Χρηματοοικονομικά / Τράπεζες / Ασφαλιστικές
- Εκπαίδευση / Έρευνα
- Υγεία / Κοινωνικές Υπηρεσίες / Δημόσια Διοίκηση
- Εμπόριο / Λιανική / Χονδρική
- Υπηρεσίες (σύμβουλοι, νομικές, λογιστικά, μάρκετινγκ κλπ.)
- Τηλεπικοινωνίες / Ενέργεια / Κοινοφελείς οργανισμοί
- Μη Κερδοσκοπικός Οργανισμός / ΜΚΟ
- Other: _____

8. Πόσες ώρες εργάζεστε κατά μέσο όρο την εβδομάδα; *

Mark only one oval.

- Έως 20 ώρες
- 21 - 35
- 36 - 40
- 41 - 50
- Πάνω από 50

Μέρος Β' - Ερωτηματολόγιο Εξ Αποστάσεως Εργασίας

Οδηγίες προς τους συμμετέχοντες

Ακολουθούν 7 προτάσεις σχετικά με τα Οφέλη (Benefits) της Τηλεργασίας και 7 με τα Μειονεκτήματά (Disadvantages) της.

«Με βάση την εμπειρία σας, η χρήση εναλλακτικών μορφών εργασίας (τηλεργασία / εργασία από το σπίτι) μπορεί να οδηγήσει στα ακόλουθα:»

Οι προτάσεις μετριοούνται σε 5 - βάρη κλίμακα Likert.

- 1 - Καθόλου
- 2 - Λίγο
- 3 - Αρκετά
- 4 - Πολύ
- 5 - Πάρα Πολύ

9. 1. Καλύτερη δυνατότητα συντονισμού επαγγελματικής και οικογενειακής ζωής και/ή καλύτερη κάλυψη οικογενειακών αναγκών. *

Mark only one oval.

- 1 2 3 4 5
-
- Καθ. Πάρα Πολύ
-

10. 2. Οικονομική και/ή χρονική εξοικονόμηση στις μετακινήσεις. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

11. 3. Μείωση άγχους και περισσότερος διαθέσιμος προσωπικός χρόνος. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

12. 4. Δυνατότητα αυτόνομης εργασίας και/ή καλύτερης συγκέντρωσης, οργάνωσης και προγραμματισμού της εργασίας.

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

13. 5. Καλύτερη σχέση με συναδέλφους και/ή προϊσταμένους. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

14. 6. Αύξηση της ικανοποίησης από την εργασία. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

15. 7. Καλύτερη αξιοποίηση της διαθέσιμης τεχνολογίας. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

16. 8. Απώλεια αίσθησης του ανήκειν στο γραφείο, απομόνωση και έλλειψη κοινωνικοποίησης με συναδέλφους.

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

17. 9. Μειωμένη ορατότητα προς τους προϊσταμένους και/ή μειωμένη αναγνώριση * της εργασίας.

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

18. 10. Δυσκολία πρόσβασης σε εργαλεία/έγγραφα που βρίσκονται στο γραφείο και δυσκολία λήψης πληροφοριών από συναδέλφους που εργάζονται με φυσική παρουσία. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

19. 11. Δυσκολία στον προγραμματισμό της εργασίας και/ή υπερβολικά άκαμπτο χρονοδιάγραμμα εργασίας. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

20. 12. Μειωμένη πρόσβαση σε επαγγελματική κατάρτιση και/ή εξέλιξη καριέρας - αίσθηση μειωμένης προστασίας και/ή περιορισμένης πρόσβασης σε πληροφορίες σχετικά με εργασιακές αποφάσεις. *

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

21. 13. Αίσθηση αυστηρότερου ελέγχου και/ή αρνητικής αντίληψης από συναδέλφους ή προϊσταμένους.

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

22. 14. Δυσκολία συγκέντρωσης λόγω οικιακών περισπασμών και/ή της χρησιμοποιούμενης τεχνολογίας.

Mark only one oval.

1 2 3 4 5

Καθ Πάρα Πολύ

Μέρος Γ' - Ερωτηματολόγιο Εργασιακής Ικανοποίησης

Ακολουθούν δέκα (10) προτάσεις μέτρησης της εργασιακής σας ικανοποίησης.

«Διαβάστε

κάθε πρόταση και δηλώστε τον βαθμό συμφωνίας ή διαφωνίας σας.»

Οι προτάσεις ικανοποίησης μετριοούνται σε 5 - βάθμια κλίμακα Likert.

- 1 - Διαφωνώ Απόλυτα
- 2 - Διαφωνώ
- 3 - Ούτε Συμφωνώ ούτε Διαφωνώ
- 4 - Συμφωνώ
- 5 - Συμφωνώ Απόλυτα

23. 1. Νιώθω ότι πληρώνομαι δίκαια για την εργασία που προσφέρω. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

24. 2. Όσοι αποδίδουν καλά έχουν δίκαιες πιθανότητες προαγωγής. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

25. 3. Ο/Η προϊστάμενός μου είναι κανός/ή στη δουλειά του/της. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

26. 4. Οι παροχές που λαμβάνουμε είναι εξίσου καλές με άλλους οργανισμούς. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

27. 5. Όταν κάνω καλά τη δουλειά μου, λαμβάνω την αναγνώριση που αξίζω. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

28. 6. Οι προσπάθειές μου σπάνια εμποδίζονται από γραφειοκρατία. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

29. 7. Μου αρέσουν οι άνθρωποι με τους οποίους συνεργάζομαι. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

30. 8. Μου αρέσουν οι εργασίες που εκτελώ στη δουλειά μου. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

31. 9. Η επικοινωνία στον οργανισμό είναι ικανοποιητική. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

32. 10. Συνολικά, είμαι ικανοποιημένος/η από την εργασία μου. *

Mark only one oval.

1 2 3 4 5

Δια Συμφωνώ Απόλυτα

Μέρος Δ' - Ερωτηματολόγιο Εργασιακής Δέσμευσης

Ακολουθούν εννέα (9) προτάσεις μέτρησης της εργασιακής σας δέσμευσης.

«Διαβάστε κάθε πρόταση και δηλώστε την συχνότητα με την οποία σας συμβαίνει.»

Οι ερωτήσεις ικανοποίησης μετριοούνται σε 5 - βάθμια κλίμακα Likert.

1 - Ποτέ

2 - Σπάνια

3 - Μερικές Φορές

4 - Συχνά

5 - Πάντα

33. 1. Στη δουλειά μου νιώθω γεμάτος/η ενέργεια. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

34. 2. Στη δουλειά μου νιώθω δυνατός/ή και δραστήριος/α. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

35. 3. Ξυπνάω το πρωί και έχω όρεξη να πάω στη δουλειά. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

36. 4. Είμαι ενθουσιασμένος/η με τη δουλειά μου. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

37. 5. Η δουλειά μου με εμπνέει. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

38. 6. Αισθάνομαι περήφανος/η για τη δουλειά που κάνω. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

39. 7. Αισθάνομαι χαρούμενος/η όταν εργάζομαι εντατικά. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

40. 8. Είμαι απόλυτα συγκεντρωμένος/η από τη δουλειά μου. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

41. 9. Παρασύρομαι τόσο στη δουλειά μου, που χάνω την αίσθηση του χρόνου. *

Mark only one oval.

1 2 3 4 5

Ποτ Πάντα

Author's Statement:

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