

2024

**INÊS ROMÃO
SARAIVA**

**PEOPLE MANAGEMENT AND LEADERSHIP IN WORK
METHODS**

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The dissertation was presented to the Faculty of Social and Technological Sciences at Universidade Europeia in Lisbon as a fulfilment requirement for attaining a Master in Management degree carried out by the scientific orientation of Eduardo Redondo, Assistant Professor of Universidade Europeia de Lisboa.

To my dear grandfather José (*in memoriam*), I felt his presence accompanied me daily. With tremendous gratitude and much nostalgia, I dedicate this dissertation to you because you are the origin of my inspiration to face this challenge.

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Palavras-chave

Gestão de Pessoas e Liderança; Equilíbrio entre a Vida Pessoal e Profissional; Satisfação no trabalho; Métodos de trabalho; Género e Idade

Resumo

O presente estudo tem como objetivo compreender a gestão e liderança de pessoas através de medidas de equilíbrio entre a vida pessoal e profissional. É relevante para todos, pois considera a influência do equilíbrio entre a vida pessoal e profissional no desempenho e na satisfação no trabalho. Com base em 185 respostas, 107 e 73, foi possível concluir que as pessoas em modelos de trabalho presencial e híbrido revelaram uma opinião semelhante de que o equilíbrio entre a vida pessoal e profissional influencia positiva e significativamente a satisfação profissional dos trabalhadores. Isto porque, independentemente do método de trabalho, os trabalhadores têm as mesmas responsabilidades, exigências de trabalho e benefícios pessoais e profissionais muito importantes, quer trabalhem a tempo inteiro ou parcial no escritório, pessoalmente ou remotamente.

Keywords

People Management and Leadership; Work-Life balance; Work Satisfaction; Working methods; Gender and Age

Abstract

The present study aims to understand people management and leadership through work-life balance measures. It is relevant for everyone, as it considers the influence of work-life balance on job performance and satisfaction. Based on 185 responses, 107 and 73, it was possible to conclude that people in face-to-face and hybrid work models revealed a similar opinion that balancing personal and professional life positively and significantly influences workers' job satisfaction. That is because, regardless of work method, workers have the same responsibilities, job demands, and all-important personal and professional benefits, whether they work full or part-time in the office, in person or remotely.

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1. INTRODUCTION

The COVID-19 pandemic, a global health crisis, has significantly altered our personal and professional lives. It has necessitated a rapid shift in our working methods, with our homes transforming into classrooms, meeting rooms, and offices. This new reality has also underscored the importance of technological proficiency in our work (Araújo & Lua, 2021).

During the COVID-19 lockdown, organisations demonstrated adaptability and resilience by swiftly developing technologies to keep pace with the new work models (Bolisetty, Sharma, & Bhattacharya, 2023). The necessity of confinement prompted individuals to adjust to this new reality, with remote work emerging as the primary option (Macedo, Durans, & Vale, 2021).

According to Bolisetty et al. (2023), organisations had to implement work-from-anywhere regulations, orientation, and human resources procedures to connect workers to their work and give them the necessary tools to perform it. Moreover, organisations had to strengthen their leadership and people management to establish working rules to respond to the measurements created by the epidemic while keeping the organisation's objectives on the path.

According to the study "Remote Work & Compensation Pulse Survey" conducted by Apollo Technical, Engineered Talent Solutions, in May of 2021, to both employees and employers, 48% of the respondents preferred to work remotely full-time, and 44% of employees chose hybrid working arrangements. Furthermore, only 5% chose fully remote work, while 51% of employers preferred the hybrid work model.

Organisations have used the hybrid model to keep up with the rapid innovation and competitiveness of the market, keep the employees satisfied with their work, and effectively contribute to the organisation. About 63% of high-growth organisations use hybrid work as a work arrangement since workers can work from anywhere, ensuring a healthy and productive workforce. In turn, 69% of the organisations rejected this work model because there were no outcomes nor growth; thus, the opted workplace is in-person or remote (Apollo Technical Engineered Talent Solutions, 2023).

From the employees perspective, the Z Generation (Generation Z corresponds to those born from the 20th century to the 21st century, from 1995 to 2010 (Rezende, 2023)), at least 74% enjoy working in a more interactive environment with their colleagues – in a face-to-face connection – whereas Generation X (Generation X are those who were born between the years 1965 and 1980

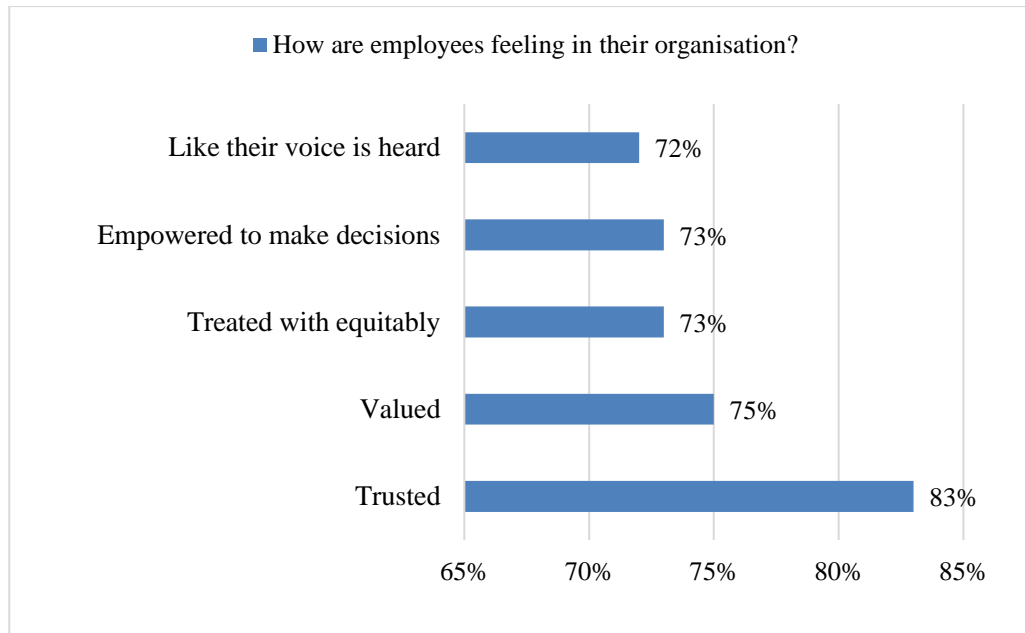
(Rezende, 2023)) only presents 66% and Baby Boomers (Baby Boomer generation resulted in those born of the birth explosion after the Second World War (1945) until 1960 (Rezende, 2023)) 68% of this preference (Apollo Technical Engineered Talent Solutions, 2023). However, the working-from-home policies have shown a negative influence on efficiency in collaboration and communication between colleagues, supervisors, and consumers (Agache, Cisma, Sarfraz, Diaconescu, & Ivaşcu, 2021).

However, based on this study, the hybrid working model statistics showed that 48% of the employees wanted to work remotely permanently. In contrast, only 8% of the remote workers wanted to work in person after the pandemic. At the same time, the rest of the employees (44%) chose to work part of the week from home (Apollo Technical Engineered Talent Solutions, 2023).

Furthermore, 55% of men prefer to commute to the office more than women. If they could not do remote work, about 34% of male workers would not be as happy as females (State of Remote Work, 2021).

According to the State of Remote Work Report from the United States, 2021, working from home provides numerous professional and personal benefits for the organisation and employees. It is not just about the physical distance but the psychological space that remote work offers.

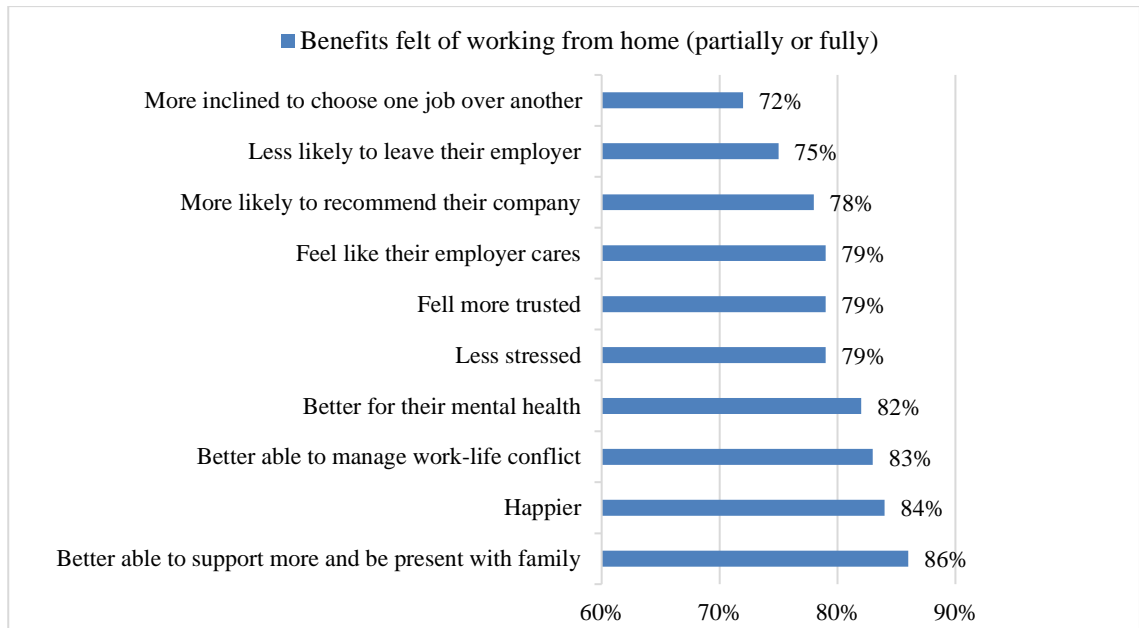
Employees feel that their opinions and work abilities are valued on a work level. 83% of employees feel that the organisation has more trust and 75% more value in their work. They feel empowered to make decisions and that their voice is heard and not just one in the group (Graphic 1).



Graphic 1 - How are employees feeling in their organisation?¹

On a personal level, remote work significantly improves work-life balance, a critical factor in employee satisfaction. It is not just about the flexibility of working hours, but the ability to be present in professional and personal orbs. Remote work makes employees feel more connected to their lives outside of work. Graphic 2 shows that 86% of employees feel able to support and be present for their families, and 83% feel more able to control the balance of their Work-Life.

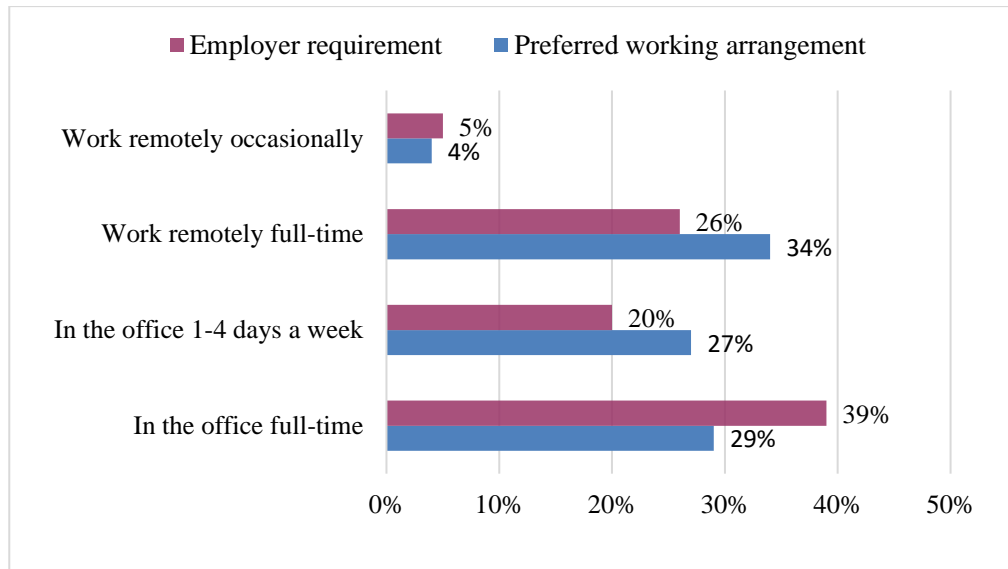
¹ Source: State of Remote Work. (2021). Retrieved august 18, 2023, from <https://owllabs.com/state-of-remote-work/2021>



Graphic 2 - Benefits felt of working from home (partially or fully) ²

The State of Remote Work Report from the United States of 2021 report also showed that when given the choice of working remotely full-time, 34% preferred it rather than having to do so because the organisation decided to. On the other hand, 39% preferred that the organisation chooses a work arrangement – full-time in the office – as opposed to 29% choosing it for free willingly. As for working in the office only from 1 to 4 days a week, 27% prefer that option open rather than mandatory (Graphic 3).

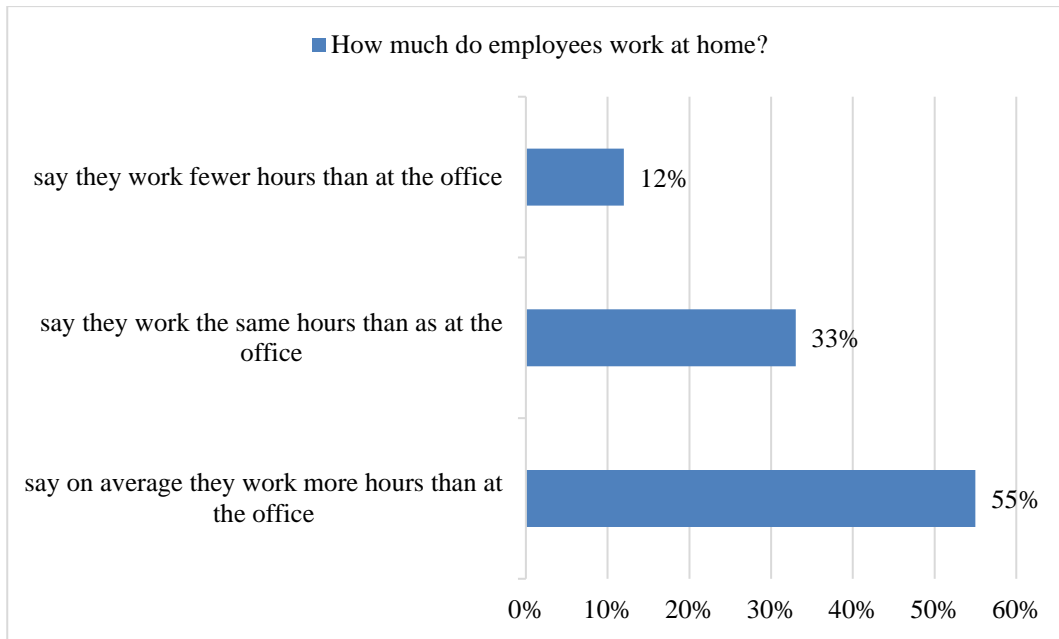
² Source: State of Remote Work. (2021). Retrieved august 18, 2023, from <https://owllabs.com/state-of-remote-work/2021>



Graphic 3 - Work arrangement: Employees preferences vs. Employer requirement³

Moreover, working from home gives workers more flexibility and creates more individual responsibility for finishing the required tasks. Graphic 4 shows that 55% of employees work on average, more hours than working in the office. Men and women work at least 2 hours per day, which is more than their work schedule, approximately 30% and 21%, respectively (State of Remote Work, 2021).

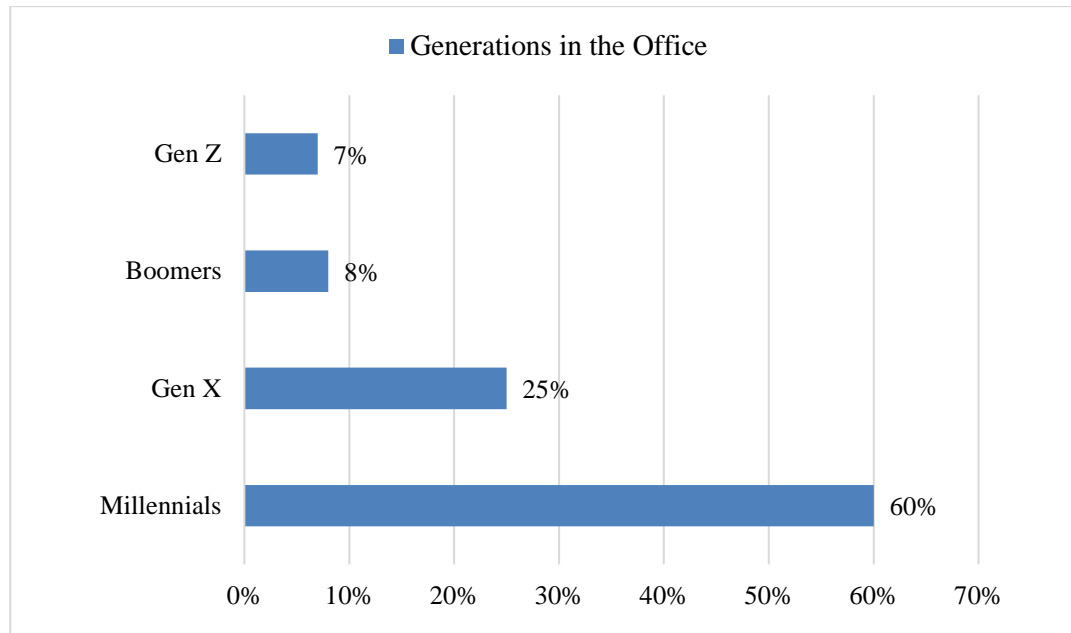
³ Source: State of Remote Work. (2021). Retrieved august 18, 2023, from <https://owllabs.com/state-of-remote-work/2021>



Graphic 4 - How much do employees work at home?⁴

As mentioned above, there are several generational differences in returning to work in the office. This understanding is exciting and crucial for influential people management and leadership. It is about being aware of different generations' diverse needs and preferences. According to the report of the State of Remote Work (2021), 73% of employees have returned to the office one or more days a week. In Graphic 5, 60% of the millennials (also known as the Millennials Y Generation, which encompasses those born between 1981 and 1994 (Rezende, 2023) represent workers' return to the offices' most significant percentage.

⁴ Source: State of Remote Work. (2021). Retrieved August 18, 2023, from <https://owllabs.com/state-of-remote-work/2021>



Graphic 5 - Generations in the Office⁵

The following research question thus arises:

What factors influence people management and leadership in different working methods?

The main objective of this study is to understand how work-life balance and work satisfaction affect people management and leadership in working methods by gender and age. Regarding specific objectives, the purpose is to understand the influence of work-life balance on employees' work satisfaction, considering organisations benefit from improved performance and engagement if employees have more control over their personal and professional lives. Through this, management can increase the organisation's success and achievement of goals, whether working in a presential, remote, or hybrid method.

⁵ Source: State of Remote Work. (2021). Retrieved august 18, 2023, from <https://owllabs.com/state-of-remote-work/2021>

2. LITERATURE REVIEW

2.1 People Management and Leadership in organisations

The emergence of the COVID-19 pandemic has made organisations embrace the concept of remote work, not only as a safety measure but also to reduce office costs. This shift has brought significant employee benefits, including a healthier work-life balance and savings in commuting time and expenses (Anakpo, Nqwayibana, & Mishi, 2023).

According to Anakpo et al. (2023), organisations let employees' workplaces be at home, making understanding a strategic human-centred vision possible. These allow employees to have physical and mental health support. However, the lack of constant supervision may cause conflicts between supervisors and collaborators, such as disagreements over work hours, difficulties monitoring progress, and challenges maintaining team cohesion.

The organisation's performance is influenced by the increasing anxiety in the employees' workplace, significantly decreasing productivity. Furthermore, other problems can appear when working remotely, especially for younger employees, such as miscommunication and a lack of cooperation and coordination (Anakpo et al., 2023). Notably, the researchers recommend that organisations develop individualised strategic plans to enhance employee performance and engagement by valuing each employee's unique needs and challenges. These plans could include regular check-ins with managers, flexible work hours to accommodate personal responsibilities and virtual team-building activities (Agache et al., 2021).

Organisations with diverse work locations should revamp their human resources programs and procedures to maximise flexibility and sensitivity in this work environment. Additionally, organisations must upgrade their technologies and human resources policies to enhance the ability to work remotely from anywhere. This way, employees feel confident and supported in their ability to perform their jobs regardless of location. Moreover, organisations must foster an environment that promotes the well-being and health of the workers, as these factors significantly impact the work satisfaction they experience (Bolisetty et al., 2023).

Several measurements evaluate the well-being, work effectiveness, and satisfaction of employees in an organisation, such as the leadership and people management used by supervisors and leaders to analyse the work done and the amount and quality of performance that the job demands. In addition, organisations must manage the independence and auto-management applied in the workplace, and the employees' active social life must be well managed to connect the home employees' experience to the office workplace and vice versa (Bolisetty et al., 2023).

Organisations are led to achieve objectives to present results, improvement, development and growth. These objectives depend on employees' behaviour, satisfaction, and work-life balance in doing their jobs. Organisations must guarantee work conditions to allow personal development and organisational identification to ensure their more qualified employees stay at the organisation and the organisation's growth and development (Uru, Gozukara, & Tezcan, 2022).

Moreover, it is essential to understand that leadership and management are not interchangeable terms. They are two distinct spheres, each with its tasks and responsibilities. Leadership is about influencing and guiding others, creating networks of relationships, and ensuring the work is done. On the other hand, management is about organising, planning, and controlling resources to achieve specific goals. It is not about one being better than the other but recognising their unique contributions (Kotter, 2024).

According to Kotter (2024), leadership, a crucial skill in coping with change, has gained immense importance today and is constantly evolving. The business world has become more volatile and competitive, with rapid and significant technological advancements and constant growth in competition between organisations. Organisations must maintain constant growth and strong leadership, aligning themselves to survive and compete effectively. In contrast, management focuses on coping with complexity through prioritising planning and budgeting and setting goals for the near future.

A leader, a beacon of inspiration, is not just a figurehead but a pivotal force in aligning people, setting clear and ambitious objectives, and defining the vision and strategy, all with a long-term focus. The aim is to empower the people around them who are deeply concerned with effectiveness. In contrast, while important, a manager is more focused on the present, ensuring positions are staffed, organising work and resources for short-term efficiency, and seeking control and order (Kotter, 2024).

2.1.1 Leadership

Leadership is the action of an individual or a group to influence and guide others, whether in an organisation, a society, or a team, towards a common target. This 'common target' refers to a shared objective or goal being worked by the leader and the followers. Leadership is usually attributed as a title to a person who represents seniority or has a higher position in the organisational hierarchy. For example, an effective leader is self-confident, has strong communication and management skills, is creative and always looks forward to innovating, takes risks, makes essential and, most of the time, makes difficult decisions, and is resilient and perseverant (Barney, 2024).

To become a better leader or to have better leadership in the organisation, one must encourage and seek growth opportunities, personally and at work, be more self-aware, develop positive attitudes, re-adjust communication skills, be more open to change, and improve the connection with teamwork. Teamwork is not only just a part of leadership but the heart of it. The team's collective effort drives the organisation towards its goals, and leaders who understand this foster a sense of value and importance in their team members (Barney, 2024).

Leadership has been studied for centuries, including how people become leaders and which characteristics make them great leaders. Several leadership theories have been created to explain and analyse people's behaviours toward different situations and success in personal and business aspects (Tenney, 2024).

The authoritarian leadership style is defined as leaders with complete power and control who make all the decisions, excluding employees from the equation. They are confident and have the authority to make quick decisions regarding work processes and organisational goals. This factor can be essential and effective when the organisation needs a decisive leader to overcome a crisis. On the other hand, in this leadership, employees pass on subordinates having to feel obedient and enforce rules and policies to be under control. Moreover, this decision-making may suppress creativity and innovation and the need for more motivation, engagement, and work satisfaction, leading to an environment where employees feel repressed and demotivated, which can be detrimental to their mental and physical health (Tenney, 2024).

The participative or democratic leadership style is all about empowering employees. These leaders value teams' input, listening to ideas, and encouraging employees to be part of the decision-

making process. This approach makes employees feel valued and heard, fostering transparency, open-minded communication, and collaboration. Leaders who adopt this style often exhibit higher emotional intelligence, which refers to the ability to understand and manage one's own emotions and to understand and influence the emotions of others, and a mindset that promotes growth and development (Tenney, 2024).

The laissez-faire leadership style, often associated with a hands-off approach, is particularly effective in specific work environments. This style encourages employees to take initiative and work independently, promoting flexibility and autonomy. In remote work settings, for instance, employees can demonstrate skills and knowledge with minimal supervision, leading to increased efficiency (Tenney, 2024).

Managerial leadership represents traditional managers who focus on supervision, performance, prizes, or penalties to motivate employees and the organisation to achieve goals. In addition, this leadership style leads to micromanagement, creating followers rather than leaders instead of focusing on team building, sharing input from subordinates, and bringing innovation or creativity. This leadership concludes that the organisation has fewer chances of long-term success (Tenney, 2024).

Transformational leadership, emphasising vision and unification of employees, inspires a shared sense of purpose. Through empathy, recognition, and empowerment, leaders in this style inspire their employees to go beyond to achieve positive outcomes and goals. They are the driving force behind the four pillars of this leadership style: idealised influence, inspirational motivation, intellectual stimulation, and individual consideration. However, it is crucial to remember that while this leadership style promotes motivation, commitment, trust, and strengthened loyalty, it can lead to employee burnout and a slower decision-making process (Tenney, 2024).

Situational leadership is based on a model of behaviours between tasks and relationships. This model is divided into four dimensions: determination, where the leader has direct behaviour and says what must be done and is more direct to the task than the relationship; delegation, where the leader does not communicate, presents direction, or even support to his employees, not focusing on the task or relationship; persuasion, where there is engagement for both task and relationship, and the leader presents a direct and supportive behaviour; and, sharing, where the leader's involvement is crucial, as the relationship is prioritised compared to the task and the leader

communicates and facilitates employees' life, as well as both, share an essential role in the decision-making process (Melo, 2004).

Tenney (2024) considers that the participative or democratic style, which stands among various leadership styles, is not just about the decision-making process. It is about leaders who, with their high self-awareness, become inspirers. These leaders lead by example, deeply valuing, understanding and inspiring their team members. This type of motivation, in turn, significantly enhances the team members' performance. The leaders focus on building strong relationships, both at a personal and team level, further contributing to the team's success.

2.1.2 Management Styles Assessment Scale – MSAS

Management is the process of dealing with and controlling things and people. In other words, management is the key to how the business workflow, operations, and employees are organised to achieve the organisation's goals. It is the driving force behind purposeful, indispensable, and intangible productivity. These factors include the tangible results of work and the less measurable aspects, such as employee satisfaction and team morale. It implies teamwork efficiency and effectiveness from the team effort, ensuring a better life, and being goal-oriented (Coursera Staff, 2024).

The management styles assessment scale (MSAS) is a powerful tool for fostering a positive work environment that influences an organisation's culture. This scale presents nineteen items describing positive leadership behaviours in daily work life. This instrument significantly influences an organisation's culture. A structured framework provides a method of evaluating leadership styles. The MSAS helps identify and promote behaviours that contribute to a healthy and productive work culture (Melo, 2004).

The MSAS is divided into three dimensions: the task, the relationship, and the situation. The task factor means the leader structures his leading paper and the one from his employees to meet the organisation's objectives, looking for the understanding of work, technical aspects, work procedures, communication, and work methodology. The relationship factor refers to a leader who creates a relationship founded on mutual trust and respect for employees' ideas, feelings and interests, and it supports individuality, such as interpersonal relationships. The situational factor, however, is where the MSAS truly shines. It refers to the leader's essential to evaluate the work

environment and adapt his leadership style. The leader should have flexibility since his behaviour must adapt and align with employees' motives and needs, by emphasising to the importance of this factor (Melo, 2004).

Furthermore, it is crucial to understand that the leadership style has a complexity related to the individual as a leader since now the style is not only characterised by the focus, plans or goals that the leader implements in the organisation but also by what qualities, personality and behaviour that employees and headboards of the organisation attribute to the individual – leader. Moreover, these factors present a behavioural tendency of assuming from the beginning that motivation, productivity and performance come from the leader's behaviour and the way of facing the problems that occur. However, the MSAS appliance, in its quest for the most effective leadership style, aims to provide a nuanced understanding of leadership in various situations (Melo, 2004).

2.2 Work Methods

A work model is a method of organising a work environment and determining where employees conduct daily tasks. Work arrangements, a management practice, are designed to be adaptable, reorganising work schedules to accommodate organisational needs and employees. This adaptability is seen in the creation of flexible schedules, reduced or compressed work weeks, remote work, and shared tasks, providing reassurance and flexibility in work life (Bolisetty et al., 2023).

2.2.1 Presential Work

Presential work or On-site work is defined as the type of employment in which employees must be physically located, usually in an office, to meet the job's daily demands. Employees have to commute to the workplace and collaborate with work colleagues face-to-face, known as the traditional way of working.

Working at the office on a full-time and fixed schedule presents benefits such as more accessible communication, team projects, and resolving problems. For newer and less experienced employees, working in this work arrangement facilitates more experienced employees' monitoring. Moreover, presential work gives a clearer understanding of work and home life, but it can take

some work for employees with other priorities, such as people or animals, to manage. (Remote vs Hybrid vs On-site: What Work Model is the Most Efficient?, 2024).

Furthermore, this work arrangement provides the benefits of face-to-face meetings and idea exposure, crucial for strengthening team bonds and fostering innovation. However, it's of utmost importance to recognize the downsides, particularly the significant time and financial investment employees make in commuting, the inflexibility of fixed working hours, and the organization's maintenance costs for the office (Remote vs Hybrid vs On-site: What Work Model is the Most Efficient?, 2024).

2.2.2 Remote Work

Remote work, a flexible work arrangement, enables employees to perform job tasks without needing regular or constant office attendance. However, it is essential to understand that this arrangement is only sometimes applicable. It must be authorised and provided by the organisation or offered as a choice to the employee, considering the nature of the job. Due to their specific requirements, some job roles cannot be performed remotely, which limits the implementation of remote work in all organisations (Remote vs Hybrid vs On-site: What Work Model is the Most Efficient?, 2024).

Remote work, predominantly online, necessitates organisations to adapt to the perpetual distance between employees and the diverse technological tools required. However, it also eliminates the need for organisations to rent or own a facility, thereby reducing costs associated with maintaining an office (Remote vs Hybrid vs On-site: What Work Model is the Most Efficient?, 2024).

Furthermore, this work model fosters a more flexible work schedule, eliminates the need for employees to spend on commuting, and enhances their work-life balance. However, it poses challenges in fostering a strong organisational culture, monitoring work, and facilitating collaboration, especially in the face of constant in-home distractions (Remote vs Hybrid vs On-site: What Work Model is the Most Efficient?, 2024).

2.2.3 Hybrid Work

Amidst the COVID-19 pandemic, organisations demonstrated remarkable resilience by devising strategies that harnessed technology to reshape their business models and systems. This transformation, from traditional to electronic and online, was a necessary step to explore new business areas and implement novel work practices in response to social distancing measures and lockdowns (Uru et al., 2022).

According to Uru et al. (2022), hybrid work is a practical work arrangement that combines remote work and office work. This work approach, such as working from home for two or three days and the rest at the office, is cost-effective and offers employees a strong flexibility option, making it an appealing viable option for many organizations.

Hybrid work, a form of flexible work, empowers employees with the freedom to choose where and when they work. This access to information and technological resources enhances productivity and alleviates the perceived pressure of working in traditional office settings (Uru et al., 2022).

Hybrid work provides several advantages, such as the flexibility of working from home or at an office, which guarantees work and self- satisfaction when this happens according to the interests and objectives of the organisation and the collaborator. However, this same factor can disadvantage some employees who do not prefer it (Uru et al., 2022).

Furthermore, there are other adverse side effects of working from home, such as the possibility of distractions during the work schedule, risk of burnout, still requiring a physical office, the lack of control from management and the detachment from the organisation (Agache et al., 2021). According to Okuyan and Begen (2021), working remotely biggest challenge is balancing and separating work demands and personal time. For example, due to the pandemic, schools and childcare centres were closed, which increased the burden on working mothers and fathers.

2.3 Work-Life Balance

Work-life balance complements work and personal life, representing the perfect combination in the employees' lives. Moreover, nowadays, there is the option of having a flexible

work schedule and workplace, which allows employees to have better well-being and work-life balance (Irawanto, Novianti, & Roz, 2021).

Moreover, work-life imbalance can have a detrimental effect on workers' performance. If employees cannot effectively manage their dual roles as family members and employees, it can lead to decreased performance and productivity and increased stress levels. However, when work and personal life are in harmony, it is positively associated with job satisfaction (Irawanto et. al., 2021).

Bolisetty et al. (2023) assert that remote work can facilitate the reconciliation of work and personal life. However, it also presents a significant challenge—the need to balance and separate work and personal life. This challenge is particularly pronounced for working parents, who must juggle their roles as parents and employees (Okuyan & Begen, 2021).

On the other hand, as Uru et al. (2022) argue, through flexible work, employees can benefit from the absence of commuting, which allows them a well-balanced work and personal life. Furthermore, employees can have more vigour in their work since their supervisors or managers do not over-pressure them to complete and finalise work tasks.

In addition, employees who are allowed to have a work-life balance present heightened self-esteem, the ability to innovate, a lower depression rate, and better productivity at work and paper overload. Indeed, these indicators show that the relationship between work-life balance and work satisfaction increases performance, engagement success, and employee development. Furthermore, organisations continually look for alignment with the effort and engagement of the employees to achieve the most essential factors, efficiency and effectiveness to fulfil the final objectives. Besides, for employees to be more productive, they must be happier and satisfied, reaching the balance when they respect and accept the time and space outside and inside the workplace (Machado, 2020).

Based on the arguments presented, the following hypotheses are formulated:

Hypothesis 1 (H1): Work-life balance positively affects the people management and leadership in working methods.

Hypothesis 2 (H2): Work-life balance positively affects Work Satisfaction in the people management and leadership in working methods.

2.4 Work Satisfaction

Work satisfaction is pleasure and achievement experienced when doing worthwhile work. In other words, work satisfaction is defined as a positive emotional outcome of the experience of doing enjoyable or present work. In organisations, this metric is analysed individually between employees since it can differ from employee to employee, workplace environment, and work conditions (BasuMallick, 2021).

Work satisfaction presents many advantages for the organisation; the satisfaction of employees translates into customer satisfaction, and cultivating a positive, flexible and supportive work environment brings satisfaction that is direct to higher productivity, innovation, motivation and prioritisation of employee wellness, contributing to employees' sense of fulfilment. Furthermore, offering competitive compensation and benefits increases the chances of referrals since employees who are content with their jobs will surely recommend their friends. That way, the organisation reduces the human resources expenses to the bare minimum, and by providing opportunities for growth and development, the organisation saves on new hiring and training and investing and developing the skills and capabilities of already hired employees (BasuMallick, 2021).

Moreover, work satisfaction is seen as an emotional status because an employee's work satisfaction results in the relationship between his work's perspective and what the employee realizes that he receives in exchange for his work—understanding a stance that leads to a pleasure emotional status, evolving into the comparison of the individual's values and beliefs. However, on the contrary, work dissatisfaction is presented by a dislike of emotional status, which results in frustration and denial when compared to the employees' perspective of work and their values and beliefs (Machado, 2020).

Several factors determine the levels of employee satisfaction, such as an organisation that looks for employees' happiness and fulfilment, employees' pursuit and progress in their career and job security, incentives communication, work relationships, and support opinion-sharing feedback between leader and followers. Moreover, organisations should ensure that inclusive and fair policies are implemented, as the workplace and the employees' work are respected and appreciated, and there is respect in work relationships. In addition, the organisation provides space and self-time management criteria to its employees, allowing them to have work-life balance policies that

create life satisfaction. This factor has been proven to instigate a higher engagement, performance, and commitment rate and a sense of well-being while doing the work (BasuMallick, 2021).

Based on the information presented above, the following hypothesis is formulated:

Hypothesis 3 (H3): Work Satisfaction positively affects the people management and leadership in working methods.

2.5 Age and Gender

The COVID-19 pandemic has also personally influenced collaborators' lives by generation, not only through mandatory home office work. Several difficulties came along with the work out of the office that immediately showed differences and inadaptation between the organisations' and the collaborators' daily lives (Macedo, Durans, & Vale, 2021).

<i>Generation name</i>	<i>Generation Chronological Classification</i>	<i>Representative Age of the Generation</i>
Veteran Generation	1900 – 1945	From 78 to 123 years old
Baby Boomers Generation	1946 – 1964	From 59 to 77 years old
X Generation	1965 – 1979	From 44 to 58 years old
Y Generation (Millennials)	1980 – 1994	From 43 to 28 years old
Z Generation	1995 – 2010	From 13 to 28 years old

Table 1 - Chronological classification of generations adopted in this study⁶

According to Macedo et al. (2021), transitioning to remote work was particularly challenging for baby boomers, X and Y generations, who were accustomed to working in traditional office settings.

The baby boomers' robust workforce paved the way for the younger generations to thrive in the workplace. Despite facing a learning curve with technology, this older generation demonstrated resilience. Unlike the previous generation, the X generation is more at ease with technology. This generation values the time spent with family, so they tended to have a work-life balance, but it took much work to deal with the work and the children's studies schedule. The

⁶ Source: Macedo, C. J., Durans, A. d., & Vale, C. (2021, Outubro). Tendências do novo normal do mercado de trabalho pós-covid-19. pp. 2177-2576. Retrieved from <http://www.cest.edu.br/novosite2020/arquivos/biblioteca/extrac/ADM/arq-extrac-adm-06.pdf>

Millennials are the first generation born in the digital era of technology, so they live for the present, accept changes quickly and do not make long-term plans for their future. This generation's way of life is followed by career, success, and money as a priority, even though they feel lonely and socially isolated by living alone. Finally, the Z generation, or digital generation, focuses on career and professional, ambitious life with higher technological knowledge. Through career objectives, they can create a better balance between work and life and have stability in the workplace. However, this generation fears the future and its consequences, such as becoming owners of their own lives by being adults and having responsibilities, which makes them reject the world of work (Macedo et al., 2021).

As mentioned, organisations have created strategies to help employees adapt to the different work models (presential, remote and hybrid) to work independently and perform well. Through the characteristics of the generation, Baby Boomers search for auto-realisation and goodwill in sharing knowledge. On the other hand, Generation X is focused, multitasked and cooperative in mutual knowledge sharing. As for the Y generation, there is a constant search for auto-realisation, but the knowledge is shared for their gain or only done by force. Generation Z is differentiated from the previous ones by using technology as a creative and high engagement in sharing knowledge (Macedo et al., 2021).

The adaptability of work and organisations, along with the support provided to employees in the work-from-home method, can significantly influence work-life balance and work satisfaction. This factor is particularly evident in the findings of Macedo et al. (2021), which highlight the positive impact of technologies and teamwork on these aspects.

From a gender perspective, the work-from-home method can have different effects on men and women, as evidenced by the research of Anakpo et al. (2023). Despite the number of children in the family, working from home was more detrimental to women. The additional time women spend on housework and childcare leads to lower work and well-being outcomes than men (Hing, Sakr, Sorenson, Stamarski, Caniera & Colaco, 2023).

According to Hing et al. (2023), organisations should be attentive to work-life balance conflicts as they significantly influence employees' job demands. Work-family conflicts can result in adverse workplace outcomes, such as reduced job satisfaction and lower well-being. Notably, these effects are more pronounced for women than men across various aspects of their lives.

However, introducing remote work policies has demonstrated potential in mitigating work-life conflict, enhancing job satisfaction, and bolstering employee and organisational performance.

Furthermore, organisations can cultivate gender equity by advocating for supportive work-family policies. These policies empower employees to dedicate time to their families, reducing time and job demands. The advantages of such policies are diverse, including heightened organisational commitment, improved well-being, enhanced employee performance and engagement, increased career accomplishments, and elevated job satisfaction, particularly for women. Male and female employees can contribute equally to organisations and supervisors who endorse their efforts to balance their work and personal lives (Hing et al., 2023).

Based on the arguments presented, the following hypotheses are formulated:

Hypothesis 4 (H4): Gender positively affects the relationship between Work-Life balance and Work Satisfaction in the people management and leadership in working methods.

Hypothesis 5 (H5): Age positively affects the relationship between Work-Life balance and Work Satisfaction in the people management and leadership in working methods.

3. METHODOLOGY

3.1 Main and Specific Objectives

This study's main objective is to analyse the relationship between Work-Life balance and Work Satisfaction by people management and leadership in the different work methods.

In terms of specific objectives, this study seeks to understand the influence of work-life balance on employees' work satisfaction, considering the existence of better performance and control over employees' personal and professional lives apart from the working method applied for their job.

3.2 Conceptual Model

The starting question of this study is: What factors influence people management and leadership on the different working methods?

The conceptual model and its hypotheses are presented below:

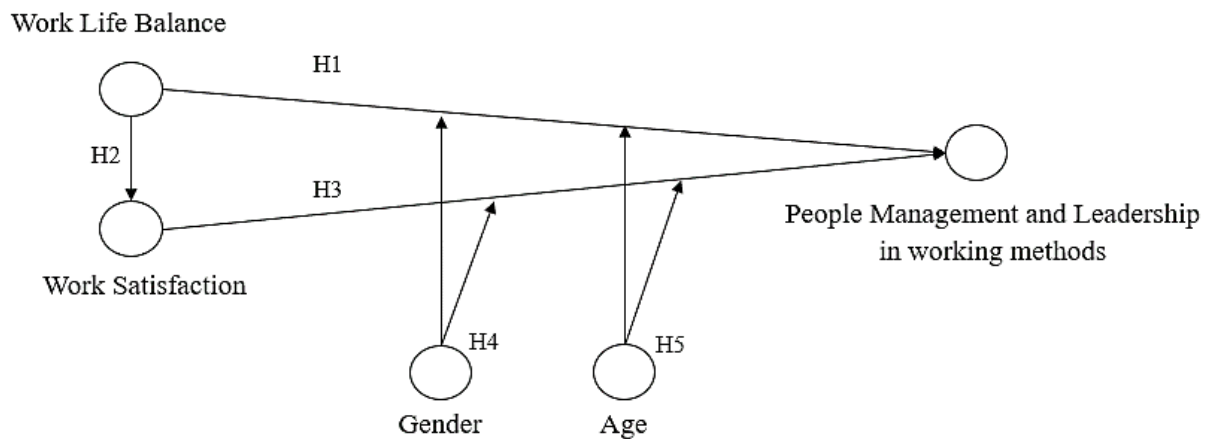


Figure 1- Conceptual Model

The independent variable of this study is Work-Life balance, the mediator variable is Work Satisfaction, and the dependent variable is People Management and Leadership in working methods. Furthermore, there are two moderating variables: gender and age.

3.3 Sample and Procedure

The study's methodological approach is quantitative and descriptive, and it ensures conformity with the research objectives (Williams, 2007). The data was collected through a questionnaire survey, guaranteeing anonymity in the answers and allowing more people to be reached quickly.

The present investigation encompassed a diverse group of individuals aged 18 years or over, representing the entire population of Portugal and all genders. The sample was collected from a variety of sources, including employees in public or private companies, sole proprietors, business owners, and leaders from different sectors of activity and various regions within Portugal, reflecting the broad spectrum of working methods.

The survey was conducted with the aid of the advanced Qualtrics Survey Software platform, a testament to the study's modern research approach. The link to access the questionnaire was widely shared, including on the researcher's social networks, Facebook and LinkedIn, and various WhatsApp groups. The questionnaire was designed to provide participants with full knowledge of the study's creator, orientation, main purpose, and confidentiality terms, ensuring their informed consent and the non-identification of participants.

For the questionnaire's elaboration, the study was divided into five sections created according to the variables that needed to be evaluated and considered, the first being exclusive to guarantee the participant's acceptance of the study. The second to fourth sections assessed participants' perceptions of work-life balance and work satisfaction with people management and leadership regarding the different working methods in the organisation. The last section intended to distinguish participants by demographic data, such as gender, age, educational qualifications, and sector of activity, and by the work models, containing a subpart for those who responded to work in a hybrid work method. However, it is crucial to perceive that the questionnaire survey method has limitations, such as the information collected needs to be subject to immediate data processing since the nature of the interaction may lead one to believe that the respondent responds spontaneously and that the researcher, in turn, has a neutral stance (Sarroeira, 2011).

The questionnaire's construction used validated instruments according to the variables in this study, presented below in Table 2. To validate the dependent variable, the 5-level Likert (1 – Never acts like that; 2- Rarely acts like that; 3 - Occasionally acts like that; 4 - Frequently acts like

that; 5 - Always acts like that) was used for the Management Style Assessment Scale (MSAS) to analyse the organisation's People Management and Leadership working methods. As for the independent variable - Work-Life balance - and the mediator variable - Work Satisfaction - used the 7-level Likert scale, adapted to the 5-level Likert scale (1 – Never/Very unsatisfied; 2 - Rarely/Somehow unsatisfied; 3 - Occasionally/Indifferent; 4 - Frequently/Somehow satisfied; 5 - Always/Very Satisfied), to facilitate the analysis between the three variables and provide a more accurate investigation of the study. Moreover, after creating the questionnaire, pre-tests were carried out to verify possible lapses, and only after that was it disclosed on the social networks.

<i>Construct</i>	<i>Scale</i>	<i>Author</i>
Management Styles Assessment Scale (MSAS)	5-point Frequency of Behaviour Likert Scale	Adapted from Melo (2004)
Work-Life balance Self-Assessment Scale	5-point Frequency Likert Scale	Adapted from Hayman (2005)
Work Satisfaction Scale	5-point Satisfaction Likert Scale	Adapted from Ferreira, Fernandes, Santos & Peiró (2010)

Table 2 – Constructs

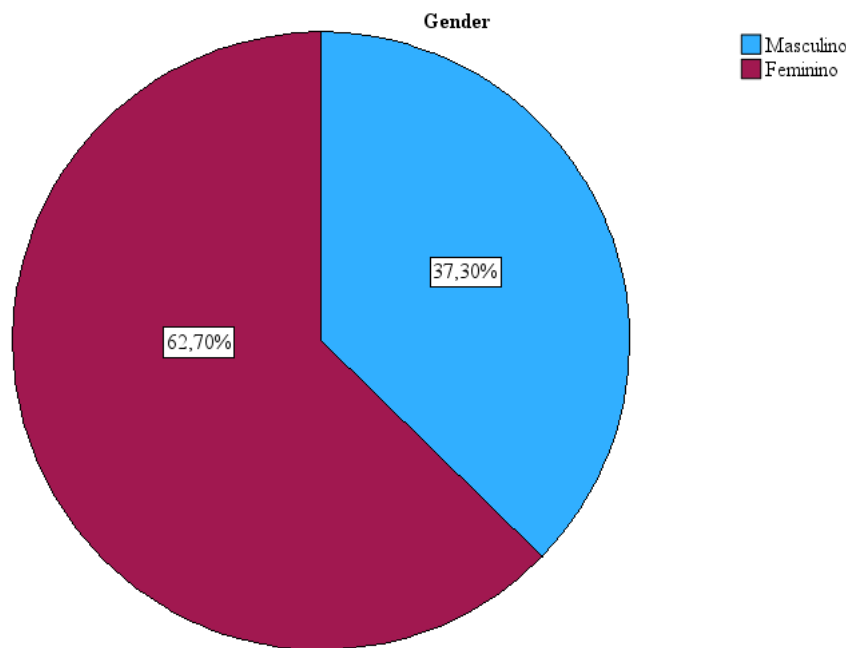
Data collection occurred between January 15th and May 5th, 2024, resulting in a sample of 186 participants. The data obtained was transcribed and aggregated into a Microsoft Office Excel program book. On the book page, the data was organised, replacing each item with numbers within each scale. Subsequently, data importation was made into SPSS (Statistical Package for the Social Sciences), allowing data analysis at the descriptive statistics and moderation level. Moreover, PROCESS version 4.2 beta was used, an extension to SPSS, which, according to Hayes (2018), estimates the models, calculates various effects of interest, and implements modern and computer-intensive inference methods.

4. DATA ANALYSIS AND DISCUSSION

4.1 Sample Descriptive Analysis

The questionnaire's divulgence resulted in a sample of 186 individuals (N=186) whose requirements for consideration were 18 years or older, from employees in public or private companies, sole proprietors and business owners, and heads of leadership. The analysis is based on 185 respondents who freely accepted to participate in the study, safeguarding the data confidentiality and knowledge of the study's objectives. Also, from the sample, only one individual did not agree to participate in the study and was thus excluded from the final sample.

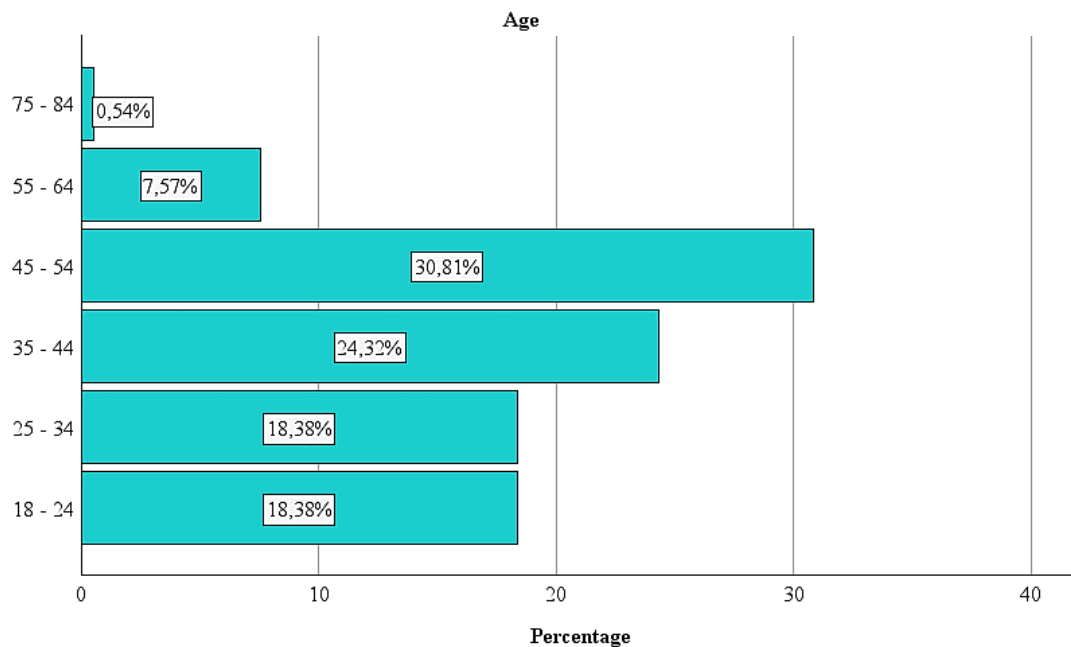
62.7% (N=116) were female, and 37.3% (N=69) were male (Graph 6 and Annexe 1). through these data, there was a difference in responses of 25.4% between the two genders.



Graphic 6 - Gender

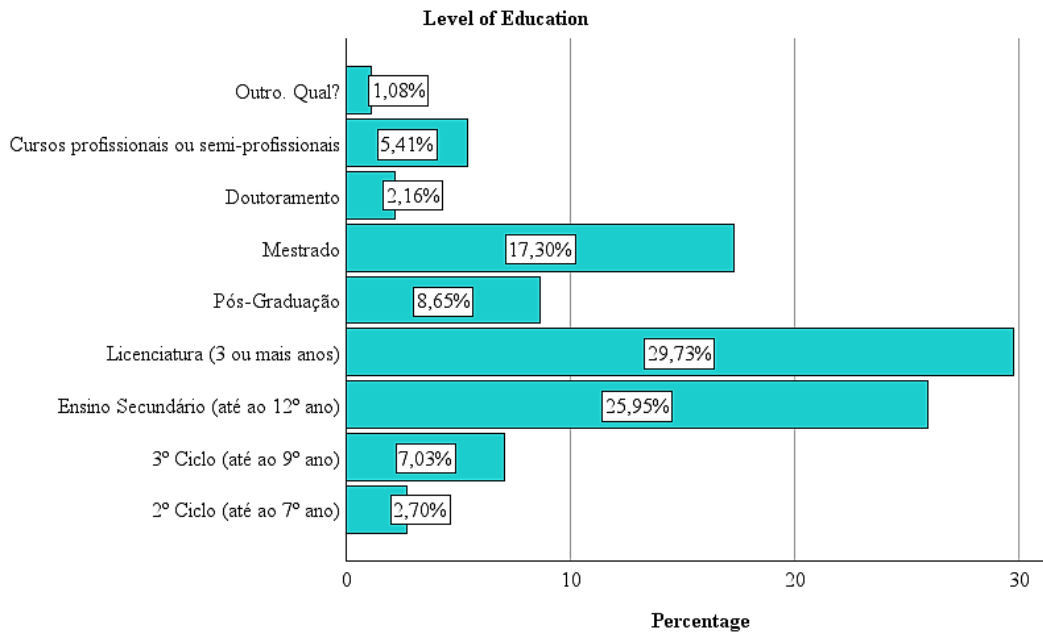
Regarding age, distributed into nine groups (under 18, 18 to 24, 25 to 34, 35 to 44, 45 to 54; 55 to 64, 65 to 74, 75 to 84 and more than 84 years old), the groups with the most participants are aged between 45 to 54 years old representing 30.81% (N=57) and 35 to 44 years old representing 24.32% (N=45). Followed by the groups 18 to 24 and 25 to 34 years old, each group

with 18.38% (N=34). The groups with fewer participants, aged between 55 to 64 and 75 to 84 years old, represented 7.57% (N=14) and 0.54% (N=1), respectively (Graphic 7 and Annexe 2).



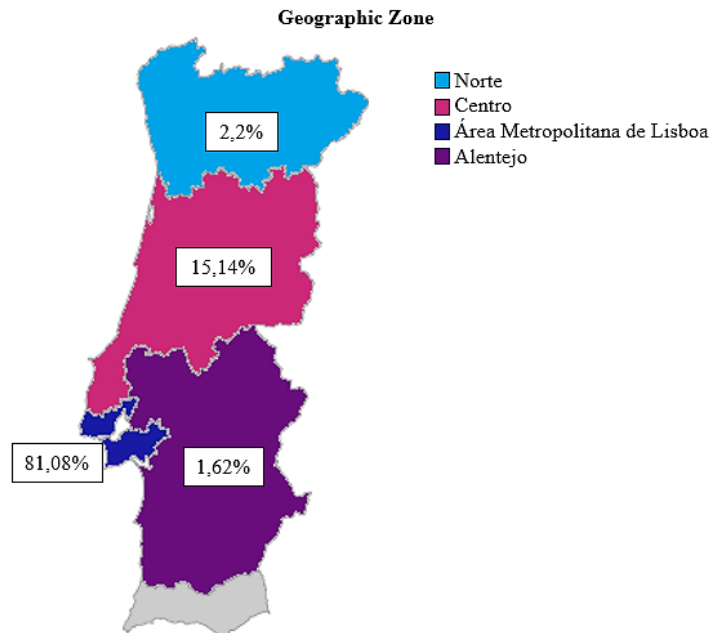
Graphic 7 – Age

Our study's respondents reported a range of educational levels. The most common were secondary education and graduation degree (three or more years), with 48 and 55 responses, respectively. The next most common level was a master's degree, with thirty responses. Our sample's predominant level of education was a graduation degree (three or more years), accounting for 29.73% (N=55) of the total. In response to the 'Other. Which?' question, 2.7% (N=5) of respondents reported having professional courses and technical higher education courses in various fields (Graphic 8 and Annexe 3).



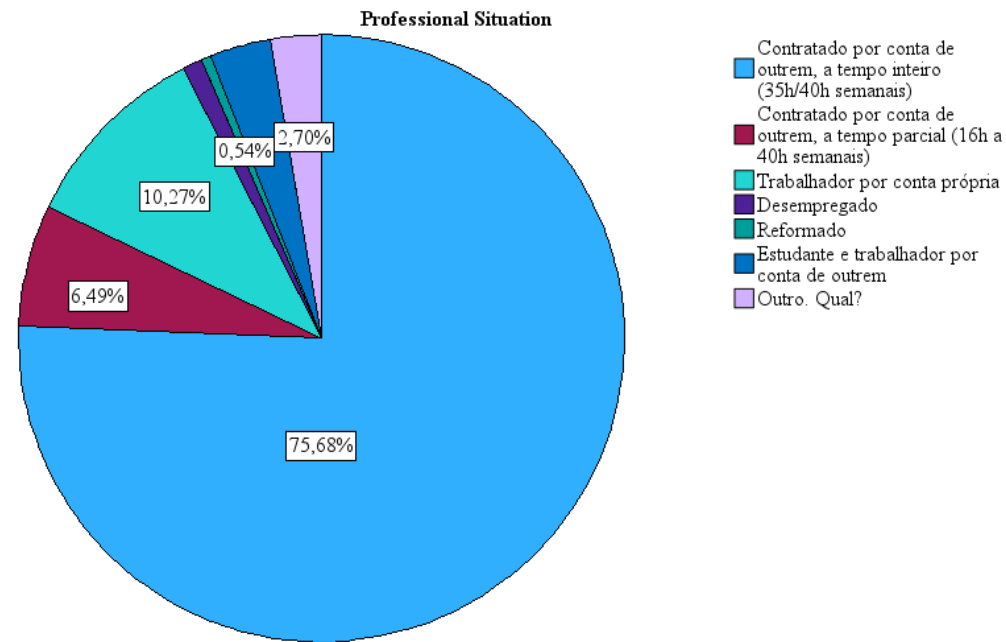
Graphic 8 - Level of Education

The geographical area that stood out the most was the Lisbon metropolitan area, with 81.08% (N=150), and the least was the North and the *Alentejo*, with 2.2% (N=4) and 1.6% (N=3), individually (Graphic 9 and Annexe 4).



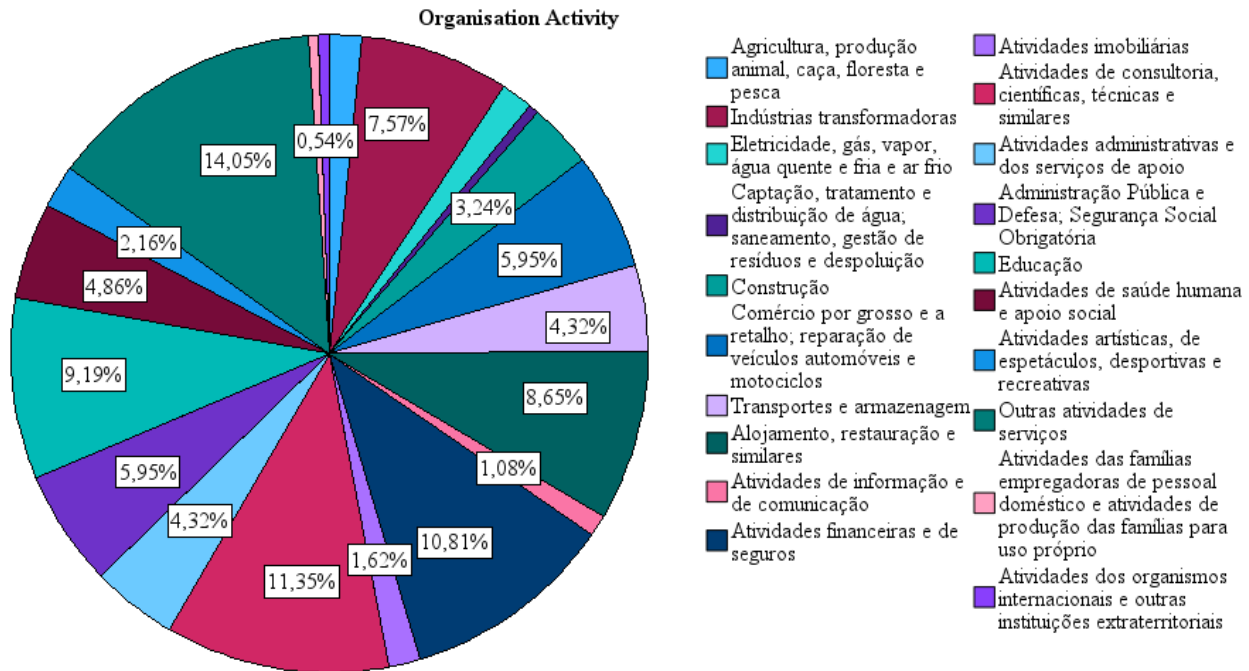
Graphic 9 - Geographic Zone

As for the professional situation, more than half of the respondents work for hire full-time (35h/40h per week), by 75.30% (N=140). The sole proprietors and employees hired part-time (16 to 40 hours per week) had 10.2% (N=19) and 6.5% (N=12) responses, respectively. As for the question 'Other. Which?', 2.7% (N=5) responded with unique situations such as studying while working for others or being self-employed. The standard answer was that they worked full-time and were self-employed (Graphic 10 and Annex 5).



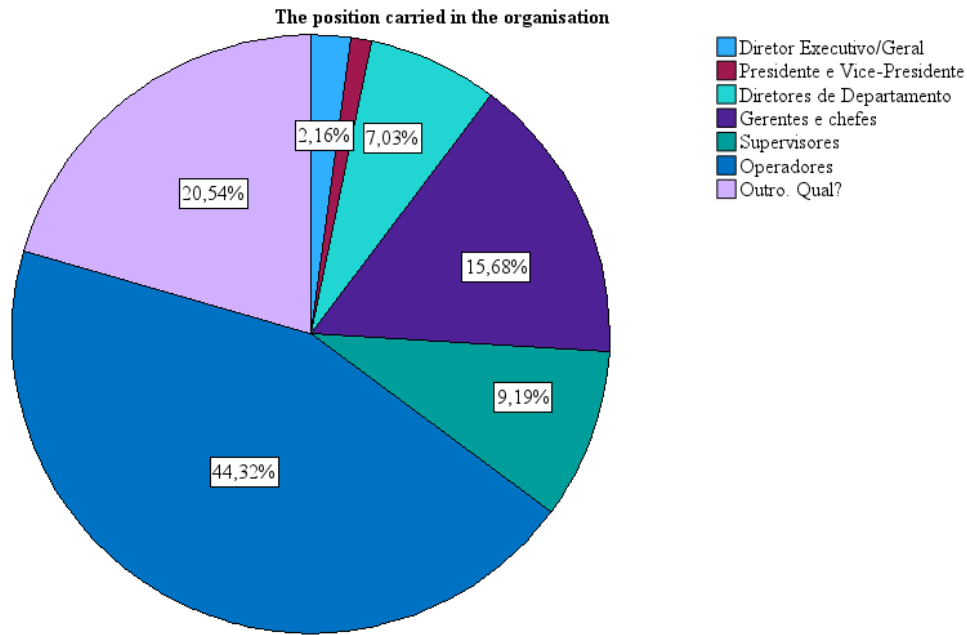
Graphic 10 - Professional Situation

Regarding the type of activity of the individual's company, there was a very dispersed distribution, presenting the following results: Manufacturing industries with 7.57% (N=14); Wholesale and retail trade; repair of motor vehicles and motorcycles with 5.95% (N=11); Accommodation, Catering and similar with 8.65% (N=16); Financial and Insurance activities with 14.05% (N=20); Consulting et al. and similar activities with 11.35% (N=21); Public Administration and Defence; Mandatory et al. with 5.95% (N=11); Education with 9.19% (N=17); Human health and social support activities with 4.86% (N=9); Transport and storage with 4.32% (N=8); Administrative activities and support services with 4.32% (N=8); Construction with 3.24% (N=6) and; Other service activities with 14.05% (N=26), (Graphic 11 and Annexe 6).



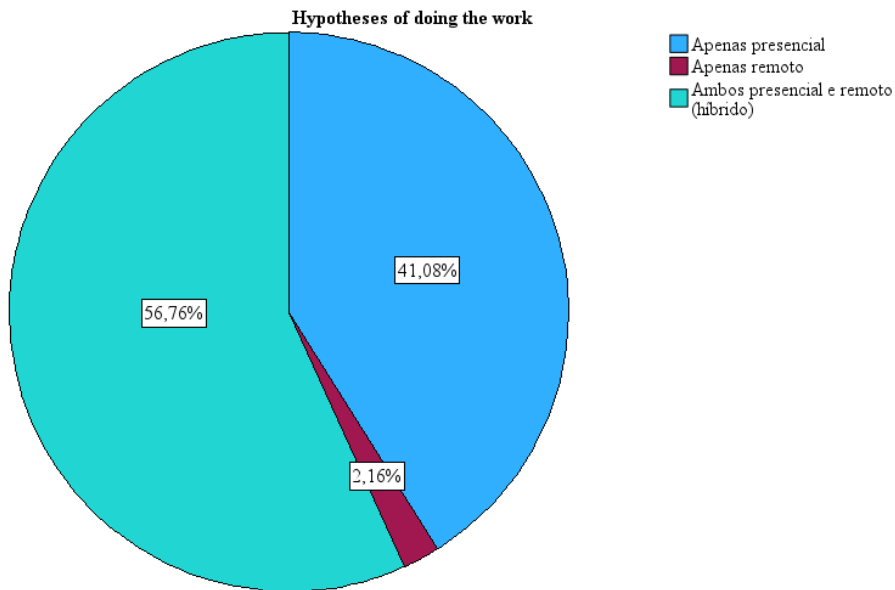
Graphic 11 - Organisation Activity

The respondents' positions in the organisation were as follows: 44.32% (N=82) said they are operators, representing the more considerable number in the lowest hierarchical position. Their responses are precious, as they provide insights from the organisations' front lines. 15.68% (N=29) claim to be Managers or Bosses, 9.19% (N=17) are Supervisors, and only 2.16% (N=4) are Directors or Owners in organisations' hierarchical position. As for the question 'Other. Which?', representing 20.54% (N=38), the responses were more focused on the profession rather than the hierarchical position in the organisation. Nevertheless, various respondents answered that they carried internship positions and were external collaborators at the organisation (Graphic 12 and Annexe 7).



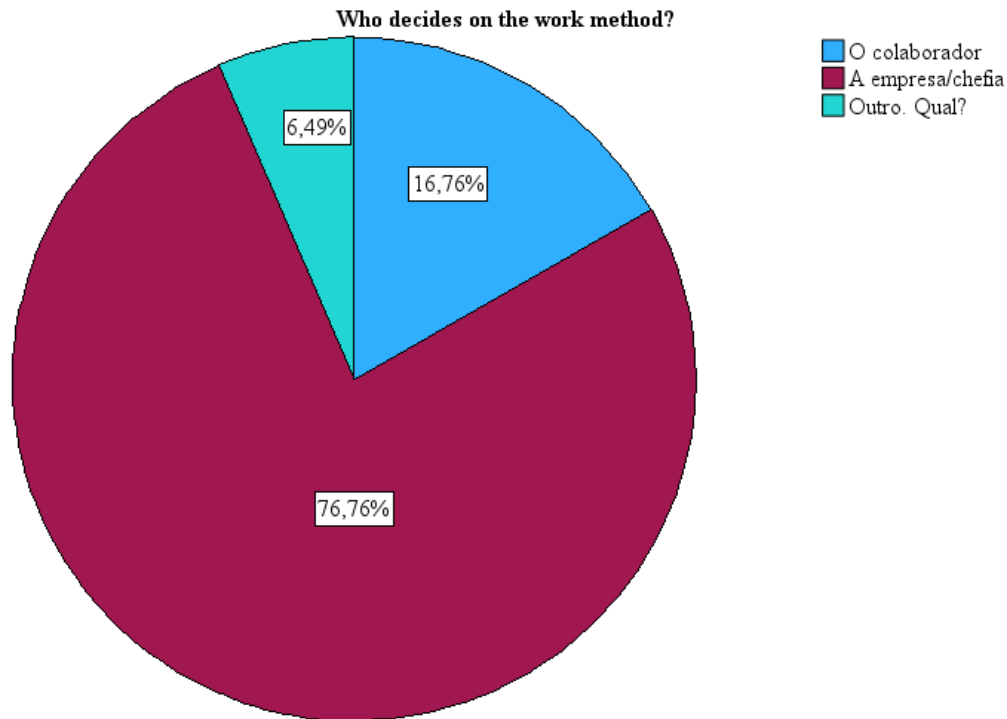
Graphic 12 - The position carried in the organisation

On the hypotheses of doing the work on the different working methods, 56.76% (N=105) answered that they could do their work both presential and remotely. 41.08% (N=76) said they could only perform their job in presential method, and only 2.16% (N=4) said they could do their job remotely. As mentioned before, it is essential to consider various organisations can only run their activities with presential work since it needs employees' manual work (Graphic 13 and Annexe 8).



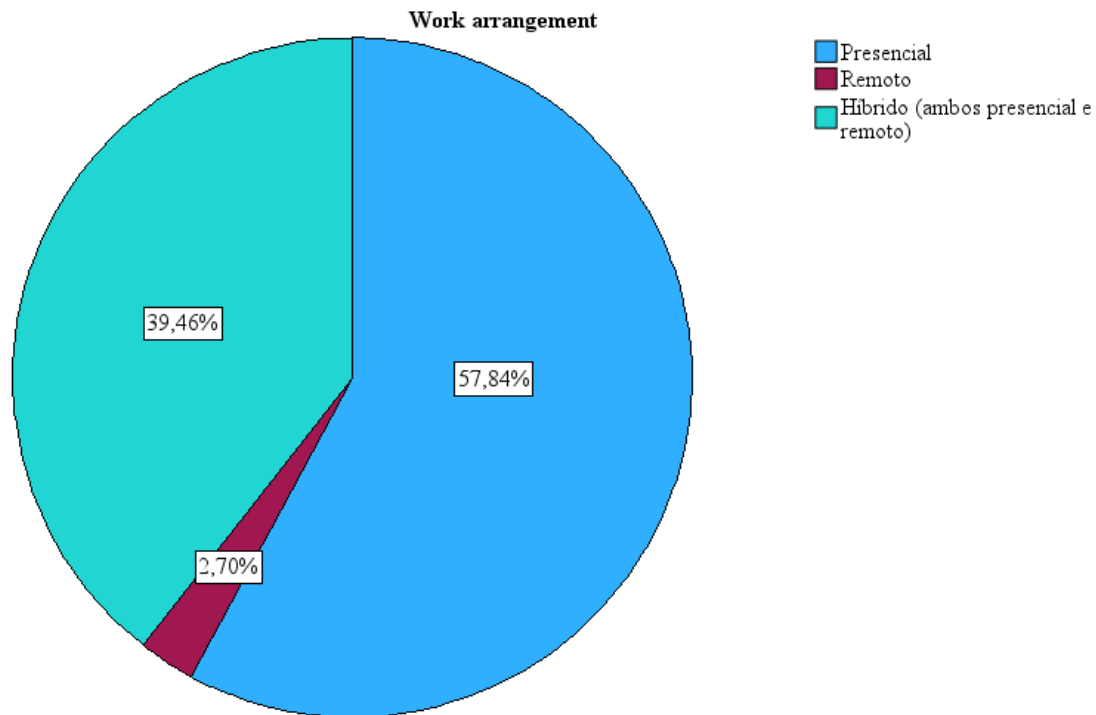
Graphic 13 - Hypotheses of doing the work

Regarding whom chooses the work methodology, 16.76% (N=31, indicating the number of respondents) claimed it is the employee. In contrast, the majority claimed to be the organisation/management who chose the work method, about 76.76% (N=142, indicating the number of respondents) for the question 'Other. Which?', representing 6.49% (N=12), most respondents said that both employees and the organisation chose the work method, while others said it was because of the organisation's activity (Graphic 14 and Annexe 9).



Graphic 14 - Who decides on the work method?

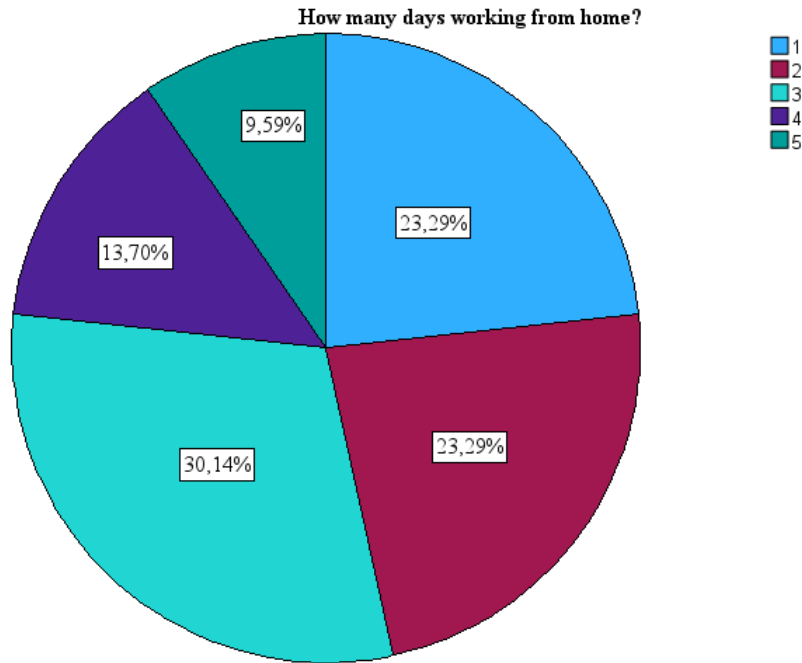
Concerning the type of work arrangement, 57.84% (N=107) work in person, 39.46% (N=73) in hybrid and 2.70% (N=5) in remote method (Graphic 15 and Annexe 10). Even though these data show that there are still multiple organisations working in presential work arrangements rather than online or hybrid work arrangements, primarily because of the type of work done in those organisations, it is possible to observe that the hybrid work methods are more significant than other working methods.



Graphic 15 - Work arrangement

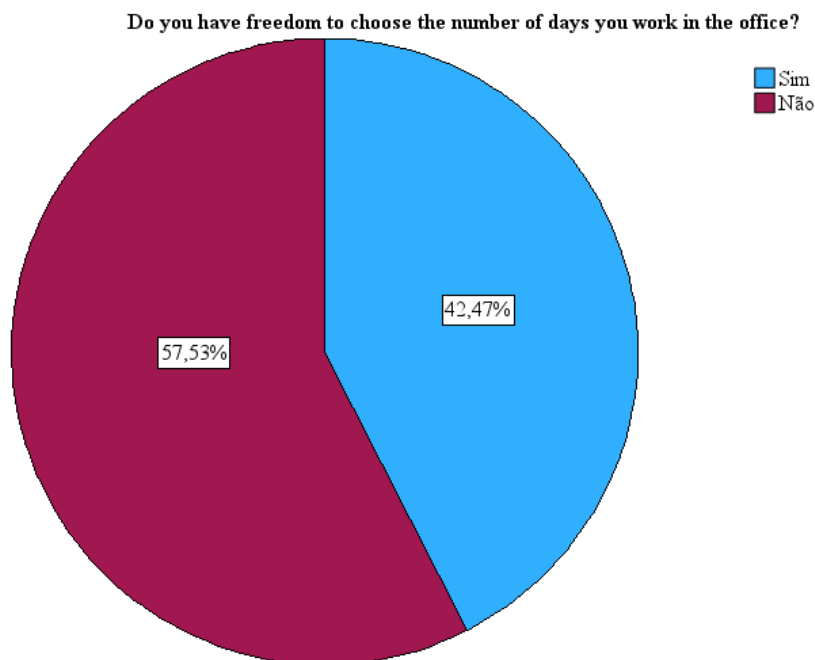
Regarding the respondents working in a hybrid work method (N=73), questions were made to understand what work conditions their organisation made for employees.

The number of days the individuals work from home varies, but the most selected was three days, with 30.14% (N=22), followed by one and two days, both with 23.29% (N=17), and four days, 13.70% (N=10) responses (Graphic 16 and Annexe 11). These data allow us to understand that employees enjoy working at home but also value working at the office since most respondents chose to work only three days a week at home.



Graphic 16 - How many days working from home?

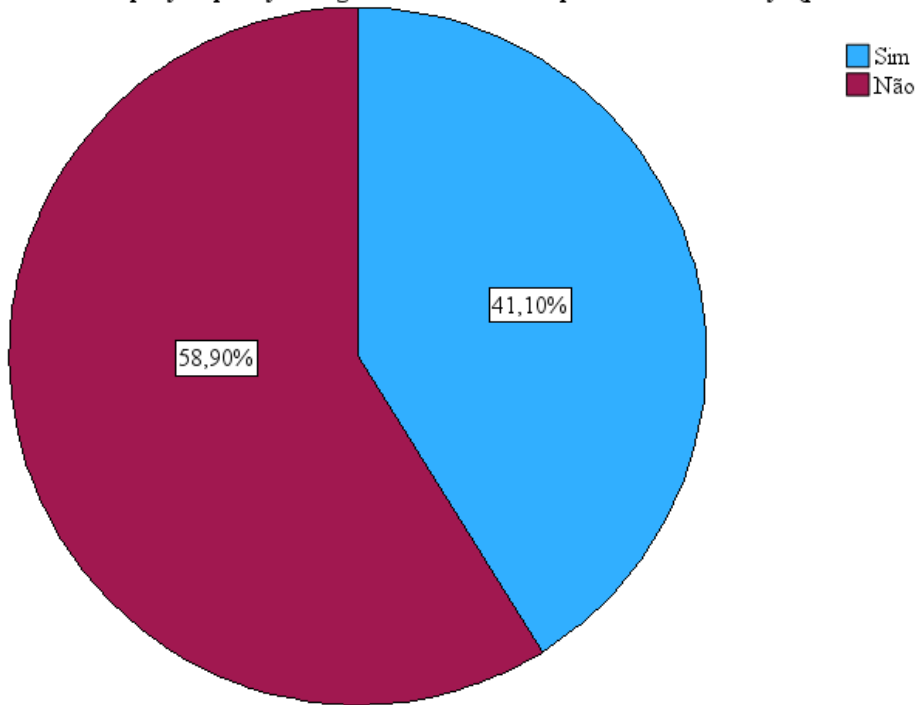
Regarding the freedom to choose the number of days in the office, the participants responded 'Yes' 42.47% (N=31) compared with 57.53% (N=42) answered 'No', which means there are still few organisations that allow the employees to choose the days working remotely (Graphic 17 and Annexe 12).



Graphic 17 - Do you have freedom to choose the number of days you work in the office?

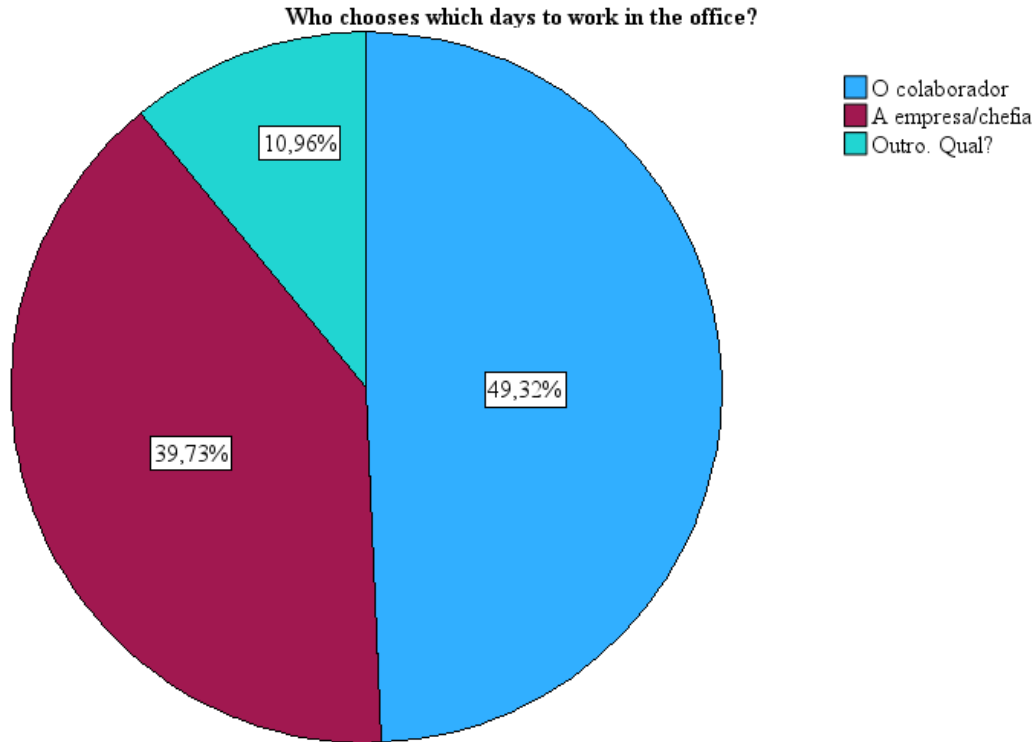
Respondents claimed that organisations require a specific number of days in the office; even though 58.90% (N=43) said 'No', 41.10% (N=30) still said 'Yes', showing that the organisations required employees to attend the office (Graphic 18 and Annexe 13).

Does the company require you to go to the office for a specific number of days (per week/month/year)?



Graphic 18 - Does the company require you to go to the office for a specific number of days (per week/month/year)?

Regarding the days worked in the office, the participants responded that 'The collaborator' chose 49.32% (N=36) and 'The manager/organisation' chose 39.73% (N=29), which means organisations give employees a choice on the day of going to the office (Graphic 19 and Annexe 14).



Graphic 19 - Who chooses which days to work in the office?

4.2 Analysis of Conceptual Model Variables

A reliability analysis (Annexe 15) was conducted to evaluate and create the conceptual model variables for each item of the variables present and evaluated in the questionnaire.

<i>Variables</i>	<i>N</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>Cronbach Alpha</i>
People Management and Leadership	185	77.01	9.86	0.89
Work Life Balance	185	43.90	6.27	0.70
Work Satisfaction	185	85.50	18.55	0.96
Valid N (from list))	185			

Table 3 – Independent, dependent and mediator variables of the Conceptual Model

This study analysed the independent, dependent, and mediator variables integral to the conceptual model using a substantial sample size of 185 out of 186 responses. As detailed in Table 3, this sizable sample was evaluated using a 5-level Likert scale to assess the variables.

The inherent items in the People Management and Leadership variable are evaluated as the impact on work-life balance and work satisfaction. The average score of 77.01 and a standard deviation of 9.86, indicating a medium-high dispersion underscore the reliability of our data. Considering all items, importantly, Cronbach's Alpha for this variable is a robust 0.89, affirming the soundness of our methodology (Table 3).

In the Work-Life balance variable, participants consider the inherent items evaluated as necessary in the impact that good management and leadership at work facilitate a balance between employees' work and personal life, as their average is approximately forty (43.90). The standard deviation has a significant value of 6.27, indicating a slightly high dispersion of the variable's data. Considering all items, Cronbach's Alpha for Work-Life balance is 0.7, which means the variable is within the reliability limit (Table 3).

In the Work Satisfaction variable, the inherent items are evaluated as necessary in the impact of good management and leadership on employees' work performance, as their average is approximately eighty-six (85.50). Regarding the standard deviation, this has a high value of 18.52, which indicates a high dispersion of the variable's data. Considering all items, Cronbach's Alpha for Work Satisfaction is more significant than 0.70 ($\alpha=0.96$), which means the variable is very dependable (Table 3).

The model incorporates two moderating variables, Gender and Age, which are crucial in understanding the nuanced effects of the independent and dependent variables. These variables, detailed in Annexes 1 and 2, have been analysed in detail in point 4.1, the Descriptive Analysis of this study's sample.

4.3 Conceptual Model Analysis

The PROCESS extension for the SPSS analysis tool was used to conduct an in-depth analysis of the model and understand the relationship between the independent and dependent variables with the influence of one mediator variable and two moderating variables.

With the presence of one mediator variable and two moderating variables, the analysis was based on the following scheme (Figure 2, previously demonstrated in point 3.2, Figure 1 as the Conceptual Model of this study):

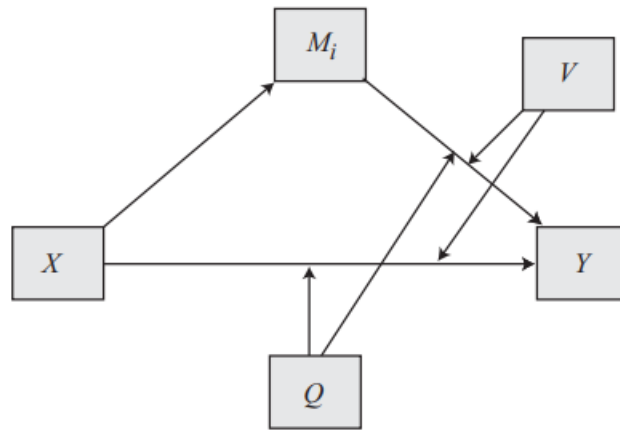


Figure 2 - Conceptual Model Scheme in PROCESS⁷

The initial equation of this model is:

$$Y = b_0 + b_1M - b_2MV + b_3MQ + c'_1X + c'_2V + c'_3Q + c'_4XV + c'_5XQ$$

$$M = a_0 + a_1X$$

The unknowns Y, X, M_i , V and Q correspond to the dependent, independent, mediator and moderating variables, respectively, and the relationship between them can be understood from the statistical diagram (Figure 3).

⁷ Source: (Hayes, 2018)

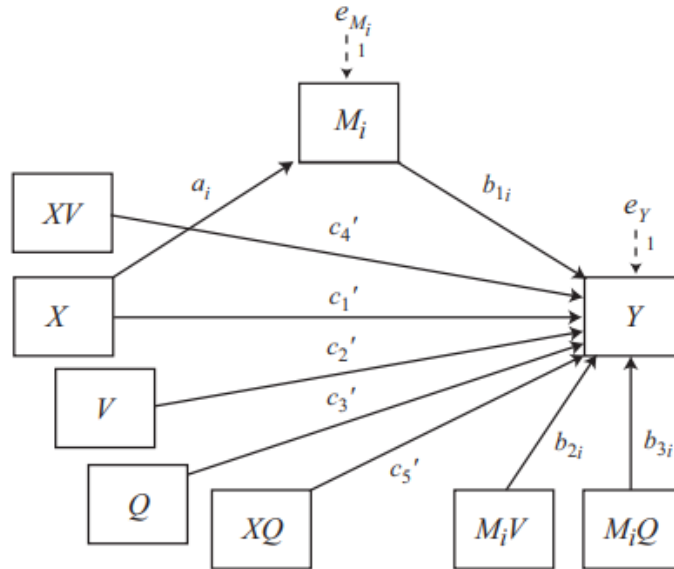


Figure 3 – Statistical diagram of the conceptual model⁸

The interpretation of the results is the relationship between people management and leadership in working methods (Y) and work-life balance (X), mediated by work satisfaction (M_i) and moderated by gender (V) and age (Q) (Figure 2). From the data shown in Annexe 16, it is possible to organize the data into the following regression equation using ordinary least squares:

$$Y = 41.21 + 0.32M - 0.27MV + 0.00MQ + 0.10X + 7.26V - 0.67Q - 0.10XV + 0.44XQ$$

$$M = 74.47 + 0.25X$$

PROCESS output observation allows the analysis on the following: $b_2 = -0.27$, $t(176) = -0.42$, $p = 0.68$; $b_3 = 0$, $t(176) = -0.02$, $p = 0.99$; $c_4' = -0.10$, $t(176) = -0.50$, $p = 0.62$; and $c_5' = 0.44$, $t(176) = 0.77$, $p = 0.44$ which means that, since the p values are higher than 0.05 ($p > 0.05$), the relationships between the mediator variable and the independent variable with the moderating variables are not significant. The variables, gender and age variables, cannot be considered as moderators in the relationship between the independent, dependent and mediator variables.

In analysing this matrix (Annexe 16), it is possible to observe that the intersection of gender with work-life balance (c_4') is negative and insignificant. This junction weakens the relationship

⁸ Source: (Hayes, 2018)

between the independent and moderating variables and goes entirely against the model's hypothesis 4 (H4). Despite being a non-significant influence and presenting a low value, the intersection of age and work-life balance (c'_5) is positive, enriching the relationship between the independent and dependent variables and corroborating hypothesis 5 (H5) of the model.

Furthermore, for the intersection of gender with work satisfaction (b_2), it is possible to understand a negative and non-significant value, weakening the relationship between the independent and dependent variables and contrarily to what was speculated in hypothesis 4 (H4) of the model. Despite being non-significant at the intersection of age and work satisfaction (b_3), it presents no value ($b=0$), which does not indicate any level of relationship between the independent and dependent variables, being against hypothesis 5 (H5) of the study model.

Although the moderating variables and their intersection in the relationship between the independent and dependent variables are insignificant, the independent variable is also negligible ($p = 0.669$) since ($p > 0.05$). In addition, its influence on the dependent variable is positive, which means the acceptance of hypothesis 1 (H1) proposed in the conceptual model.

As for the intersection between the independent and mediator variables is also insignificant, as $p = 0.249$ since $p > 0.05$. On the other hand, the mediator variable positively impacts work-life balance, corroborating hypothesis 2 (H2) proposed in the conceptual model.

Lastly, the mediator variable's p-value is insignificant since $p = 0.251$ and $p > 0.05$. On the contrary, its influence on the dependent variable becomes positive, which means the acceptance of hypothesis 3 (H3) proposed in the conceptual model.

Through Figure 4, it is possible to observe the structural model estimated with $p < 0.05$.

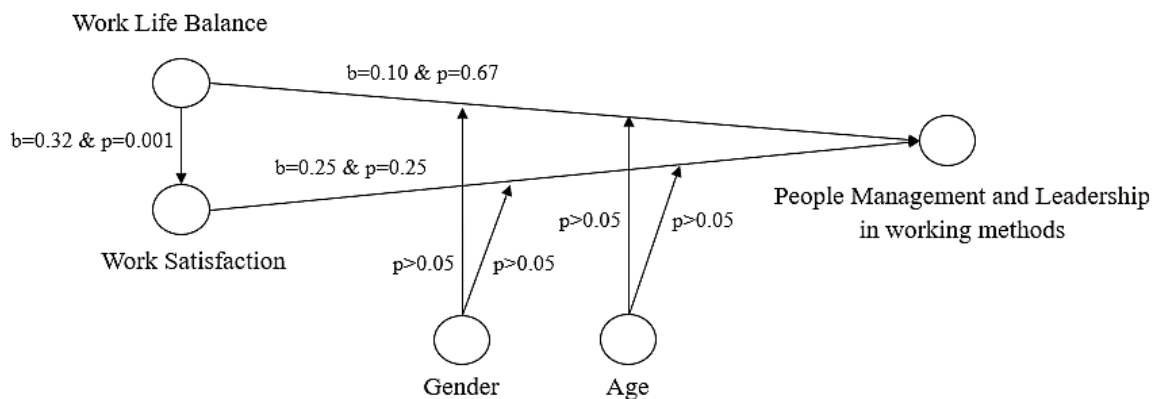


Figure 4 – Structural Model

The model in Figure 4 shows that the independent variable is insignificant for People Management and Leadership in working methods since the p-value > 0.05. Furthermore, it is possible to observe that the variables initially considered moderators are no longer weighted. Gender and age do not influence any relationship between people and leadership management in the working methods and work-life balance or the mediator, work satisfaction within organisations. For gender purposes, Lee and Shin (2023) argue that these results lead to the belief that work-life policies are not given inclusively and even somewhat applied or available to employees. As for age, Macedo, Durans, and Vale (2021) claimed that even though Generation X focuses on work-life for quality family time, Generation Z is more interested in high work satisfaction and its demands.

Additionally, as BasuMallick (2021) supports, work satisfaction presents a positive relationship with people management and leadership in working methods because an organisation that can ensure fairness and inclusive policies to its employees creates respect in the work relationships, which afterwards translates into higher commitment and performance towards the organisation's objectives.

Moreover, the relationship between work-life balance and work satisfaction is significant and positive. As Machado (2020) claimed, a more balanced personal life and professional work schedule can improve motivation, performance, and employee and organisational success.

In Table 4, it is possible to briefly observe all the hypotheses initially developed for this study and its possible considerations after the results were obtained.

<i>Hypotheses</i>	<i>Description</i>	<i>Reject / Do not Reject</i>
Hypothesis1 (H1)	Work-life balance positively affects the people management and leadership in working methods.	Hypothesis not rejected because work-life balance is significant and substantially impacts people's management and leadership in terms of working methods.

Hypothesis 2 (H2)	Work-life balance positively affects Work Satisfaction in the people management and leadership in working methods.	Hypothesis not rejected because work-life balance is significant and substantially impacts work satisfaction.
Hypothesis 3 (H3)	Work Satisfaction positively affects the people management and leadership in working methods.	Hypothesis not rejected because work satisfaction is significant and substantially impacts people's management and leadership in terms of working methods.
Hypothesis 4 (H4)	Gender positively affects the relationship between Work-Life balance and Work Satisfaction in the people management and leadership in working methods.	Reject this hypothesis as gender is insignificant and has little or no importance in the relationship between work-life balance and work satisfaction.
Hypothesis 5 (H5)	Age positively affects the relationship between Work-Life balance and Work Satisfaction in the people management and leadership in working methods.	<p>Do not reject interception with: H1 – Corroborate the hypothesis</p> <p>Reject this hypothesis interception with: H3 – Against the hypothesis</p>

Table 4 - Rejected and non-rejected hypotheses

5. CONCLUSION

The investigation began with understanding the factors influencing people management and leadership in the different work methodologies. To answer this question, the main objective of this study was defined, which involves analysing the influence of work-life balance on employees' work satisfaction affects people management and leadership in the working methods, considering the existence of better performance, engagement and control over employees' personal and professional lives being able to boost a higher success and achieving goals to the organisations.

By interpreting the answers, it is possible to see that gender and age have no influence whatsoever on the relationship between work-life balance and work satisfaction when in correlation with people management and leadership in the working methods. In Lee and Shin's (2023) perspective, these gender results represent organisations that do not present the needed work-life balance practice, whether because it is unavailable or not given the option to be applied for employees. This factor can be observed through the study since most respondents work presently and choose the work method as the organisation. Moreover, according to Anakpo et al. (2023) and Hing et al. (2023), working from home proved more harmful to women than men, resulting in lower well-being and work outcomes. In this study, most respondents were women, which may indicate why the results were insignificant compared to the proposed initially.

As for age results, Macedo, Durans and Vale's (2021) perspective, considering generations characteristically studied, must show the critical factors that explain the relationship between work-life balance and work satisfaction. Generation X focuses on spending quality time with family by multitasking and can control work and personal life better. Meanwhile, Generation Z is highly focused on engagement, performance and work demands because career and money are priorities. This study also proved this since respondents aged between 45 and 54 (generation X) prefer to have more work-life balance, compared to respondents aged between 35 and 44 (generation Z), who prioritise work and its benefits.

In conclusion, work-life balance is essential for organisations to improve work satisfaction in all working methods, pointing out the hybrid work model due to schedule flexibility. Irawanto et al. (2021) state that work-life balance is the balance between employees' family, personal life, and work life. This balance can create trust in the organisation, autonomy, flexibility, commitment and employee work performance, leading to higher work satisfaction. With this investigation, it

was possible to verify this positive connection between work-life balance and work satisfaction since these two factors align with the purpose of an organisation. In other words, employees and the organisation's necessities and objectives are considered and mutually balanced. Employees are happy and satisfied, resulting in increased performance, motivation, efficiency, and effectiveness in achieving common goals.

5.1 Theoretical Contribution

Several studies proved that work flexibility (flexible working hours and days at the office, work from home, or hybrid) increases employees' engagement and satisfaction at work. Thus, organisations that can maintain their activities should implement strategies to promote flexible work arrangements, such as flexitime, alternatives to working schedules, a smaller working schedule week, and even remote work.

As suggested by Lee & Shin (2023), work-life balance policies should be used to promote flexible work arrangements because employees would view organisations as supporting their work and potentially increasing their work satisfaction level. This factor happens because work-life balance helps employees control their work and personal lives and improves work outcomes, such as productivity, work satisfaction, motivation, engagement, and performance.

In addition, this study also proved through exemplary and structured relationships focused on the well-being of employees in and out of the workplace, leadership, and people management that a work-life balance has a solid and significant impact on work satisfaction.

5.2 Practical Contribution

Due to the COVID-19 pandemic, organisations faced many challenges in managing and leading employees using different working methods. The study compares presential, remote and hybrid work to reflect employees' work-life balance and satisfaction. As Budhkar and Salve (2023) claimed, some challenges involved developing the correct hybrid model, isolation and disconnection, creating communication and connectivity tools, and managing people effectively. Moreover, organisations must develop solutions to improve this model by communicating with employees, investing in technology and equipment, offering opportunities to study and learn new

skills, focusing on maintaining a positive and engaging culture, checking to work in teams and track career progress, and tracking the goals and performance within the organisation and with the employees.

Furthermore, this study supported the idea that good leadership and people management create a stable and sound environment, the possibility of personal and professional development, strong communication, and interrelationships between the leader and the employees in any organisation by establishing work-life reliable balance policies and providing work satisfaction for their employees.

5.3 Limitations

The study presents some limitations, such as the number of responses obtained, which may have affected the results due to the small sample size. Only 185 responses were obtained for the variables analysed in the conceptual model. From many responses for the presence and hybrid methods, remote work only had five responses to be considered to analyse and compare all three working methods presented in the study (Annexe 10). Also, the study could focus on more questions related to hybrid work to clarify the difference between the three existing working methods.

Another notable oversight in the study is the need for more differentiation based on respondents' hierarchical positions. This differentiation could have provided valuable insights into the varying perceptions of work-life balance and work satisfaction across different positions in the organisational hierarchy. Moreover, there is a missed opportunity to highlight the potential benefits of future research to consider the influence of hierarchical positions on such perceptions, especially on a separation of the questionnaire on the approach related to the people management and leadership scale, dividing the questionnaire respondents from bosses/leaders and employees, for example.

5.4 Future Studies

Even though the study approached several factors, there is still much to discover and decode regarding the balance between employees' work and personal lives and their satisfaction and

performance, motivation, and commitment to good leadership and people management within organisations. This research focuses on work-life balance and engagement for people employed in working methods. However, it is crucial to note that further studies on rest-out in the workplace and its potential influence on employees' performance and life, both professional and personal, are warranted.

As a recommendation, it would be interesting to investigate the variables chosen in this thesis through the comparison of the three methods of work - presential, remote and hybrid work - plus the variables' motivation and social work relationships and how these intercorrelations could affect the engagement and performance of employees and supervisors and the organisations' outcomes.

Nevertheless, this study revealed that employees enjoy the flexibility and possibility of working from home rather than being obligated to work constantly at the office. These personal and professional benefits indicate that robust, stable, and employee-oriented leadership and people management can improve performance and engagement, providing higher work satisfaction.

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ANNEXES

Annexe 1 – Gender

<i>Gender</i>			
		N	%
Masculino		69	37,1%
Feminino		116	62,4%
Omisso	Sistema	1	0,5%

Annexe 2 – Age

<i>Age</i>			
		N	%
18 - 24		34	18,3%
25 - 34		34	18,3%
35 - 44		45	24,2%
45 - 54		57	30,6%
55 - 64		14	7,5%
75 - 84		1	0,5%
Omisso	Sistema	1	0,5%

Annexe 3 – Level of Education

<i>Level of Education</i>			
		N	%
2º Ciclo (até ao 7º ano)		5	2,7%
3º Ciclo (até ao 9º ano)		13	7,0%
Ensino Secundário (até ao 12º ano)		48	25,8%
Licenciatura (3 ou mais anos)		55	29,6%
Pós-Graduação		16	8,6%
Mestrado		32	17,2%
Doutoramento		4	2,2%
Cursos profissionais ou semi-profissionais		10	5,4%
Outro. Qual?		2	1,1%
Omisso	Sistema	1	0,5%

Annexe 4 – Geographic Zone

Geographic Zone

	N	%
Norte	4	2,2%
Centro	28	15,1%
Área Metropolitana de Lisboa	150	80,6%
Alentejo	3	1,6%
Omisso Sistema	1	0,5%

Annexe 5 – Professional Situation

Professional Situation

	N	%
Contratado por conta de outrem, a tempo inteiro (35h/40h semanais)	140	75,3%
Contratado por conta de outrem, a tempo parcial (16h a 40h semanais)	12	6,5%
Trabalhador por conta própria	19	10,2%
Desempregado	2	1,1%
Reformado	1	0,5%
Estudante e trabalhador por conta de outrem	6	3,2%
Outro. Qual?	5	2,7%
Omisso Sistema	1	0,5%

Annexe 6 – Organisation Activity

Organisation Activity

	N	%
Agricultura, produção animal, caça, floresta e pesca	3	1,6%
Indústrias transformadoras	14	7,5%
Eletricidade, gás, vapor, água quente e fria e ar frio	3	1,6%
Captação, tratamento e distribuição de água; saneamento, gestão de resíduos e despoluição	1	0,5%
Construção	6	3,2%
Comércio por grosso e a retalho; reparação de veículos automóveis e motociclos	11	5,9%
Transportes e armazenagem	8	4,3%
Alojamento, restauração e similares	16	8,6%
Atividades de informação e de comunicação	2	1,1%
Atividades financeiras e de seguros	20	10,8%
Atividades imobiliárias	3	1,6%
Atividades de consultoria, científicas, técnicas e similares	21	11,3%
Atividades administrativas e dos serviços de apoio	8	4,3%
Administração Pública e Defesa; Segurança Social Obrigatória	11	5,9%
Educação	17	9,1%
Atividades de saúde humana e apoio social	9	4,8%
Atividades artísticas, de espetáculos, desportivas e recreativas	4	2,2%
Outras atividades de serviços	26	14,0%
Atividades das famílias empregadoras de pessoal doméstico e atividades de produção das famílias para uso próprio	1	0,5%
Atividades dos organismos internacionais e outras instituições extraterritoriais	1	0,5%
Omisso Sistema	1	0,5%

Annexe 7 – The position carried in the organisation

The position carried in the organisation

	N	%
Diretor Executivo/Geral	4	2,2%
Presidente e Vice-Presidente	2	1,1%
Diretores de Departamento	13	7,0%
Gerentes e chefes	29	15,6%
Supervisores	17	9,1%
Operadores	82	44,1%
Outro. Qual?	38	20,4%
Omisso Sistema	1	0,5%

Annexe 8 – Hypotheses of doing the work

Hypotheses of doing the work

	N	%
Apenas presencial	76	40,9%
Apenas remoto	4	2,2%
Ambos presencial e remoto (híbrido)	105	56,5%
Omisso Sistema	1	0,5%

Annexe 9 – Who decides on the work method

Who decides on the work method

	N	%
O colaborador	31	16,7%
A empresa/chefia	142	76,3%
Outro. Qual?	12	6,5%
Omisso Sistema	1	0,5%

Annexe 10 – Work arrangement

Work arrangement

	N	%
Presencial	107	57,5%
Remoto	5	2,7%
Híbrido (ambos presencial e remoto)	73	39,2%
Omisso Sistema	1	0,5%

Annexe 11 – How many days working from home?

How many days working from home

	N	%
1	17	9,1%
2	17	9,1%
3	22	11,8%
4	10	5,4%
5	7	3,8%
Omisso Sistema	113	60,8%

Annexe 12 – Do you have freedom to choose the number of days you work in the office?

Do you have freedom to choose the number of days you work in the office?

	N	%
Sim	31	16,7%
Não	42	22,6%
Omisso Sistema	113	60,8%

Annexe 13 – Does the company require you to go to the office for a specific number of days (per week/month/year)?

Does the company require you to go to the office for a specific number of days (per week/month/year)?

	N	%
Sim	30	16,1%
Não	43	23,1%
Omisso Sistema	113	60,8%

Annexe 14 – Who chooses which days to work in the office?

Who chooses which days to work in the office?

	N	%
O colaborador	36	19,4%
A empresa/chefia	29	15,6%
Outro. Qual?	8	4,3%
Omisso Sistema	113	60,8%

Annexe 15 – Level of Reliability of Conceptual Model Variables

Management Style Assessment Scale - EAEG

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
É atencioso(a) no relacionamento com os subordinados.	72,77	86,342	,658	,882
É compreensivo(a) com as falhas e erros dos subordinados.	73,03	88,353	,552	,885
Dá maior ou menor liberdade de trabalho ao subordinado dependendo da sua disposição para realizar a tarefa.	73,23	89,277	,400	,890
Coloca o trabalho em primeiro lugar.	73,16	97,405	-,054	,902
Interessa-se pelos sentimentos dos subordinados.	72,99	84,071	,671	,881
Demonstra respeito pelas ideias dos subordinados.	72,92	85,375	,693	,880
É rígido(a) no cumprimento dos prazos estabelecidos.	73,01	92,560	,239	,894
Valoriza a disciplina e a subordinação (hierarquia).	73,23	90,603	,260	,896
Dá a liberdade de trabalho aos subordinados que se mostrem seguros diante da tarefa a ser executada.	72,66	89,704	,517	,886

Estimula os subordinados a dar opiniões sobre o trabalho.	72,95	83,623	,712	,879
Estimula a apresentação de novas ideias no trabalho.	73,01	84,560	,687	,880
Indica aos membros do grupo as tarefas específicas de cada um.	73,11	85,803	,546	,885
Demonstra confiança nos subordinados.	72,82	85,053	,707	,880
Pede que os membros do grupo sigam normas e regras estabelecidas.	72,83	92,075	,298	,892
Dá maior ou menor liberdade de trabalho ao subordinado, dependendo da sua competência para realizar a tarefa.	73,03	87,727	,565	,885
Mostra-se acessível aos subordinados.	72,70	85,590	,699	,880
Valoriza o respeito à autoridade.	72,97	89,890	,358	,891
Dá liberdade de trabalho aos subordinados que se mostram motivados para executar a tarefa.	72,76	85,250	,756	,879
Encontra tempo para ouvir os membros do grupo.	72,92	84,473	,698	,880

Work Life Balance

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A vida pessoal sofre com o trabalho.	40,50	32,610	,536	,658
O trabalho dificulta a vida pessoal.	40,84	32,811	,531	,659
Negligencio necessidades pessoais por causa do trabalho.	40,98	32,913	,497	,663
Ponho a vida pessoal em standby por causa do trabalho.	41,30	32,604	,509	,661
Senti falta de atividades pessoais por causa do trabalho.	41,04	31,330	,564	,650
Luto para conciliar o trabalho com atividades fora do trabalho.	40,62	32,367	,445	,667
Feliz com a quantidade de tempo para atividade fora do trabalho.	40,86	41,143	-,215	,751
A vida pessoal drena a minha energia para o trabalho.	41,39	33,185	,410	,673
Sinto-me demasiado cansado(a) para ser eficaz no trabalho.	41,55	35,423	,304	,687
O meu trabalho é prejudicado por causa da minha vida pessoal.	42,19	35,893	,316	,687
É difícil trabalhar por causa de assuntos pessoais.	41,98	35,510	,357	,683
A vida pessoal dá-me energia para o meu trabalho.	40,21	37,045	,132	,706
O trabalho dá-me energia para realizar atividades pessoais.	40,96	38,211	,008	,723
Sinto um melhor humor no trabalho por causa da vida pessoal.	40,17	35,905	,244	,694
Sinto bom humor no trabalho.	40,05	38,036	,069	,710

Work Satisfaction

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
A satisfação que o trabalho produz por si mesmo.	81,55	323,749	,559	,954
As oportunidades oferecidas pelo seu trabalho para realizar tarefas em que se destaca.	81,64	319,383	,639	,953
As oportunidades oferecidas pelo seu trabalho para realizar tarefas que gosta.	81,64	319,482	,637	,953
O salário que recebe.	82,42	321,604	,469	,955
Os objetivos, metas e índices de produção que deve alcançar.	81,87	320,929	,596	,954
A limpeza, higiene e saúde do seu local de trabalho.	81,44	316,824	,642	,953
O ambiente físico e o espaço de que dispõe no seu local de trabalho.	81,61	313,566	,678	,953
A iluminação do seu local de trabalho.	81,55	315,781	,622	,954
A ventilação do seu local de trabalho.	81,83	313,763	,635	,954
A temperatura do seu local de trabalho.	81,95	314,432	,603	,954
As oportunidades de formação oferecidas pela instituição/empresa.	82,13	313,570	,599	,954
As oportunidades de progressão profissional.	82,47	311,490	,636	,954
As relações pessoais com os seus superiores hierárquicos.	81,43	314,105	,756	,952
A supervisão recebida.	81,64	311,547	,758	,952

A proximidade e a frequência com que é supervisionado.	81,78	311,312	,754	,952
A forma como os seus superiores avaliam as suas tarefas.	81,83	307,416	,802	,951
A “igualdade” e a “justiça” no tratamento que recebe da sua instituição/empresa.	81,88	309,979	,737	,952
O apoio que recebe dos seus superiores hierárquicos.	81,69	311,423	,761	,952
A capacidade de decidir autonomamente aspetos relativos ao seu trabalho.	81,48	314,686	,728	,952
A sua participação nas decisões do seu Departamento ou secção.	81,81	311,165	,735	,952
A sua participação nas decisões do seu grupo de trabalho relativas à instituição/empresa.	81,84	309,600	,785	,952
O grau em que a sua instituição/empresa cumpre a legislação laboral.	81,62	314,454	,695	,953
A forma como se realiza a negociação relativa a aspetos laborais na sua instituição/empresa.	81,97	309,016	,792	,952

Annexe 16 - Conceptual Model Analysis (PROCESS)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 17
 Y : PML
 X : WLB
 M : WS
 W : Género
 Z : Idade

Sample
 Size: 185

OUTCOME VARIABLE:
 WS

Model Summary

R	R-sq	MSE	F	df1	df2	p
,085	,007	342,214	1,336	1,000	183,000	,249

Model

	coeff	se	t	p	LLCI	ULCI
constant	74,469	9,642	7,723	,000	55,445	93,494
WLB	,251	,217	1,156	,249	-,178	,680

OUTCOME VARIABLE:
 PML

Model Summary

R	R-sq	MSE	F	df1	df2	p
,620	,384	62,586	13,725	8,000	176,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	41,210	11,634	3,542	,001	18,250	64,170
WLB	,098	,229	,428	,669	-,354	,550
WS	,322	,092	3,516	,001	,141	,503
Género	7,260	10,276	,706	,481	-13,020	27,539

Int_1	-,098	,198	-,497	,620	-,488	,292
Int_2	-,027	,065	-,416	,678	-,155	,101
Idade	-,670	3,058	-,219	,827	-6,705	5,366
Int_3	,044	,056	,777	,438	-,067	,154
Int_4	,000	,027	-,018	,985	-,053	,052

Product terms key:

Int_1	:	WLB	x	Género
Int_2	:	WS	x	Género
Int_3	:	WLB	x	Idade
Int_4	:	WS	x	Idade

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	,001	,247	1,000	176,000	,620
X*Z	,002	,603	1,000	176,000	,438
BOTH(X)	,003	,424	2,000	176,000	,655
M*W	,001	,173	1,000	176,000	,678
M*Z	,000	,000	1,000	176,000	,985
BOTH(M)	,001	,088	2,000	176,000	,916

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effects of X on Y

Género	Idade	Effect	se	t	p	LLCI	ULCI
,000	1,000	,142	,191	,740	,460	-,236	,519
,000	3,000	,229	,154	1,481	,140	-,076	,534
,000	4,000	,272	,164	1,660	,099	-,052	,596
1,000	1,000	,043	,165	,262	,793	-,283	,369
1,000	3,000	,131	,120	1,087	,278	-,106	,368
1,000	4,000	,174	,132	1,319	,189	-,086	,435

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

WLB -> WS -> PML

Género	Idade	Effect	BootSE	BootLLCI	BootULCI
,000	1,000	,081	,089	-,073	,279
,000	3,000	,081	,088	-,079	,278
,000	4,000	,081	,089	-,082	,284
1,000	1,000	,074	,079	-,069	,246
1,000	3,000	,074	,076	-,073	,227
1,000	4,000	,074	,077	-,074	,231

Indices of partial moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
Género	-,007	,034	-,092	,054
Idade	,000	,011	-,025	,022

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

Z values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----

ANNEXE A - QUESTIONNAIRE

Consentimento

GESTÃO DE PESSOAS E LIDERANÇA NAS MODALIDADES DE TRABALHO

Sou aluna do Mestrado em Gestão da Faculdade de Ciências Sociais e Tecnológicas da Universidade Europeia de Lisboa.

A presente investigação visa compreender a liderança e a gestão de pessoas com as medidas de Work Life Balance e Work Satisfaction nas modalidades de trabalho, através de escalas de Likert de frequência de ações, frequência sentida e grau de satisfação ou insatisfação de 1 - Nunca/Muito Insatisfeito a 5 - Sempre/Muito Satisfeito.

Solicito a sua colaboração no preenchimento deste questionário.

As respostas serão tratadas de forma anónima e confidencial e serão utilizadas apenas para fins académicos.

Peço também que responda de forma honesta para tornar o estudo o mais realista possível.

O questionário levará aproximadamente 8 minutos, sendo composto por 4 partes.

Para qualquer questão relacionada com a temática, pode contactar através do e-mail:
inesromaosaraiva@gmail.com

Obrigado pela sua colaboração,
Inês Saraiva

Tomei conhecimento dos objetivos deste estudo e aceito participar.

- Concordo
 Discordo

Escala de Avaliação do Estilo de Gestão - EAEG

1. Escala de Avaliação do Estilo de Gestão - EAEG

Nesta secção encontra várias descrições que descrevem comportamentos apresentados pela chefia/gerente no dia a dia de trabalho com os seus subordinados.

Examine cada descrição e indique o quanto ela corresponde à maneira como a sua chefia imediata se comporta na organização.

	1- Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
1. É atencioso (a) no relacionamento com os subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. É compreensivo(a) com as falhas e erros dos subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Dá maior ou menor liberdade de trabalho ao subordinado dependendo da sua disposição para realizar a tarefa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Coloca o trabalho em primeiro lugar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Interessa-se pelos sentimentos dos subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Demonstra respeito pelas ideias dos subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. É rígido(a) no cumprimento dos prazos estabelecidos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1-	2-	3-	4-	5-

	1-	2-	3-	4-	5-
	Nunca	Raramente	Ocasionalmente	Frequentemente	Sempre
	Nunca	Raramente	Ocasionalmente	Frequentemente	Sempre
8. Valoriza a disciplina e a subordinação (hierarquia).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Dá a liberdade de trabalho aos subordinados que se mostrem seguros diante da tarefa a ser executada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Estimula os subordinados a darem opiniões sobre o trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Estimula a apresentação de novas ideias no trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Indica aos membros do grupo as tarefas específicas de cada um.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Demonstra confiança nos subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Pede que os membros do grupo sigam normas e regras estabelecidas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1-	2-	3-	4-	5-
	Nunca	Raramente	Ocasionalmente	Frequentemente	Sempre

	1- Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
15. Dá maior ou menor liberdade de trabalho ao subordinado, dependendo da sua competência para realizar a tarefa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Mostra-se acessível aos subordinados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Valoriza o respeito à autoridade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Dá liberdade de trabalho aos subordinados que se mostram motivados para executar a tarefa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Encontra tempo para ouvir os membros do grupo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work Life Balance

2. Work Life balance

O equilíbrio entre a vida pessoal e profissional é a divisão do tempo e do foco entre atividades profissionais e familiares ou de lazer.

	1-Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
1. A vida pessoal sofre com o trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. O trabalho dificulta a vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Negligencia necessidades pessoais por causa do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Ponto a vida pessoal em standby por causa do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Senti falta de atividades pessoais por causa do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
6. Luto para conciliar o trabalho com atividades fora do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Feliz com a quantidade de tempo para atividade fora do trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. A vida pessoal drena a minha energia para o trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
9. Sinto-me demasiado cansado(a) para ser eficaz no trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. O meu trabalho é prejudicado por causa da minha vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Nunca	2- Raramente	3- Ocasionalmente	4- Frequentemente	5- Sempre
11. É difícil trabalhar por causa de assuntos pessoais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. A vida pessoal dá-me energia para o meu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. O trabalho dá-me energia para realizar atividades pessoais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Sinto um melhor humor no trabalho por causa da vida pessoal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Sinto bom humor no trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Work Satisfaction

3. Work Satisfaction

A satisfação no trabalho é definida como o nível de contentamento que os funcionários sentem com seu trabalho.

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
1. A satisfação que o trabalho produz por si mesmo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. As oportunidades oferecidas pelo seu trabalho para realizar tarefas em que se destaca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. As oportunidades oferecidas pelo seu trabalho para realizar tarefas que gosta.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. O salário que recebe.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Os objetivos, metas e índices de produção que deve alcançar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. A limpeza, higiene e saúde do seu local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
7. O ambiente físico e o espaço de que dispõe no seu local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. A iluminação do seu local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. A ventilação do seu local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. A temperatura do seu local de trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. As oportunidades de formação oferecidas pela instituição/empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. As oportunidades de progressão profissional.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
13. As relações pessoais com os seus superiores hierárquicos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. A supervisão recebida.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
15. A proximidade e a frequência com que é supervisionado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. A forma como os seus superiores avaliam as suas tarefas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. A "igualdade" e a "justiça" no tratamento que recebe da sua instituição/empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. O apoio que recebe dos seus superiores hierárquicos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
19. A capacidade de decidir autonomamente aspetos relativos ao seu trabalho.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. A sua participação nas decisões do seu Departamento ou secção.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. A sua participação nas decisões do seu grupo de trabalho relativas à instituição/empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1-Muito insatisfeito	2- Parcialmente insatisfeito	3-Nem insatisfeito, nem satisfeito	4- Parcialmente satisfeito	5-Muito satisfeito
22. O grau em que a sua instituição/empresa cumpre a legislação laboral.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. A forma como se realiza a negociação relativa a aspetos laborais na sua instituição/empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dados Sociodemográficos

Dados Demográficos

Nesta secção pretende-se obter os seus dados sociodemográficos para uma melhor percepção das suas respostas ao questionário.

4. Qual é o seu género?

- Masculino
- Feminino
- Não binário / terceiro género

5. Qual é a sua idade?

- Menos de 18
- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 - 84
- 85 ou mais

6. Qual é o seu grau de escolaridade máximo (concluído)?

- 1º Ciclo (até ao 4º ano)
- 2º Ciclo (até ao 7º ano)
- 3º Ciclo (até ao 9º ano)
- Ensino Secundário (até ao 12º ano)
- Licenciatura (3 ou mais anos)
- Pós-Graduação
- Mestrado
- Doutoramento
- Cursos profissionais ou semi-profissionais

Outro. Qual?

7. Qual é a zona geográfica onde vive?

- Norte
- Centro
- Área Metropolitana de Lisboa
- Alentejo
- Algarve
- Região Autónoma dos Açores
- Região Autónoma da Madeira

8. Qual é a sua situação profissional atual?

- Contratado por conta de outrem, a tempo inteiro (35h/40h semanais)
- Contratado por conta de outrem, a tempo parcial (16h a 40h semanais)
- Trabalhador por conta própria
- Desempregado
- Reformado
- Estudante e trabalhador por conta de outrem
- Outro. Qual?

9. Qual é a atividade da empresa onde trabalha?

- Agricultura, produção animal, caça, floresta e pesca
- Indústrias extrativas
- Indústrias transformadoras
- Eletricidade, gás, vapor, água quente e fria e ar frio
- Captação, tratamento e distribuição de água; saneamento, gestão de resíduos e despoluição
- Construção
- Comércio por grosso e a retalho; reparação de veículos automóveis e motocicletas
- Transportes e armazenagem
- Alojamento, restauração e similares
- Atividades de informação e de comunicação
- Atividades financeiras e de seguros
- Atividades imobiliárias
- Atividades de consultoria, científicas, técnicas e similares
- Atividades administrativas e dos serviços de apoio
- Administração Pública e Defesa; Segurança Social Obrigatória
- Educação
- Atividades de saúde humana e apoio social
- Atividades artísticas, de espetáculos, desportivas e recreativas
- Outras atividades de serviços
- Atividades das famílias empregadoras de pessoal doméstico e atividades de produção das famílias para uso próprio
- Atividades dos organismos internacionais e outras instituições extraterritoriais

10. Qual a posição que ocupa na sua empresa?

- Diretor Executivo / Geral
- Presidente e Vice-Presidente
- Diretores de Departamento
- Gerentes e chefes
- Supervisores
- Operadores
- Outro. Qual?

11. De que forma consegue fazer o seu trabalho?

- Apenas presencial
- Apenas remoto
- Ambos presencial e remoto (híbrido)

12. Quem escolheu a metodologia do trabalho?

- O colaborador
- A empresa/chefia
- Outro. Qual?

13. Qual é a sua modalidade de trabalho?

- Presencial
- Remoto
- Híbrido (ambos presencial e remoto)

Condições da Modalidade de Trabalho Híbrido

14. Quantos dias trabalha em casa?

- 1
- 2
- 3
- 4
- 5

15. Tem liberdade de escolha no número de dias de trabalho no escritório?

- Sim
- Não

