

Job satisfaction in the conventionally employed and teleworkers: the impact of gender, age and education

Задовољство послом код конвенционално запослених и запослених на даљину: утицај пола, година старости и образовања

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Abstract: This paper examines and analyses the differences in job satisfaction among the conventionally employed and teleworkers. Differences were examined for three control variables: gender, age and education of the respondents. The research was conducted in West Balkan countries (Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia and Serbia), and included 313 respondents (conventionally employed and teleworkers). Teleworkers are more satisfied than conventionally employed. This is most evident through satisfaction with all forms of compensation, procedures and associates. Job satisfaction is higher in men, both those who work conventionally and who telework. Men are significantly more appreciative of opportunities for advancement, as well as achieving additional benefits and rewards. Younger respondents have greater job satisfaction than older respondents, but this only applies to the conventionally employed. There are no differences in job satisfaction among teleworkers in terms of dependence on age. Job satisfaction does not depend on the respondents' level of education of, and this applies to both conventionally employed and teleworkers. Companies that apply telework evaluate the results of their employees' work and the contribution they provide to the company more objectively, and accordingly, they reward and promote employees adequately. Thus, all age groups and educational categories of employees see their chance in teleworking conditions.

Keywords: job satisfaction, teleworkforce, employees, West Balkan.

JEL classification: M540, O320, M210

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Сажетак: Овај рад испитује и анализира разлике у задовољству послом између конвенционално запослених и радника на даљину. Разлике су испитиване за три контролне варијабле: пол, старост и образовање испитаника. Истраживање је спроведено у земљама Западног Балкана (Босна и Херцеговина, Хрватска, Црна Гора, Северна Македонија и Србија), а обухватило је 313 испитаника (конвенционално запослених и радника на даљину). Радници на даљину су задовољнији него конвенционално запослени. То се највише види кроз задовољство свим облицима накнада, процедурама и сарадницима. Задовољство послом је веће код мушкараца, и оних који раде конвенционално и оних који раде на даљину. Мушкарци знатно више цене могућности за напредовање, као и остваривање додатних бенефиција и награда. Млађи испитаници имају веће задовољство послом од старијих, што се односи само на конвенционално запослене. Не постоје разлике у задовољству послом међу радницима на даљину, у зависности од њиховог узраста. Задовољство послом не зависи од степена образовања испитаника, а то се односи и на конвенционално запослене и на раднике на даљину. Компаније које примењују рад на даљину објективније оцењују резултате рада својих запослених и допринос који дају компанији, те у складу са тим адекватно награђују и унапређују запослене. Дакле, све старосне и образовне категорије запослених своју шансу виде у условима рада на даљину.

Кључне речи: задовољство послом, запослени на даљину, запослени, Западни Балкан.

ЈЕЛ класификација: М540, О320, М210

Introduction

Teleworking is a relatively recent method of work, in which employees perform their work using information technology outside corporate offices, from home or some other location that meets the conditions required (Baruch, 2000). The popularity of this way of working has grown with the development of information technologies, and teleworking employees were mostly employed in the IT industry, but teleworking has suddenly emerged in recent years with the emergence of the COVID-19 pandemic. Many companies were conditionally forced to apply this method of work in order to protect the employees and survive on the market. In this way, other industries have experienced telework, and thus its advantages and disadvantages. Teleworking has transformed the labour market and, like modern management, has contributed to greater flexibility, efficiency and sustainability. Conventional method of working and controlling is no longer necessary and is not the only option for efficient employee management and business success. But, like any other big change, this method of work, in addition to the advantages, also brings great challenges.

The impact of teleworking can be viewed from the perspective of the company and the employee. This method of work enables companies to expand the labour market and hire certain groups of employees, such as people with disabilities, single parents and others. Also, companies can outsource employees from other countries without complications in the form of work permits, which they would have to provide in case of "labour importing" for the conventional method. Companies can achieve great savings by hiring employees from developing countries, but also by reducing office expenses (Baruch, 2000). In addition, there is increased productivity, quality of work, as well as reliability among teleworkers. This enables better use of human capital in the company, which can have a positive impact on business. Teleworking employees often show higher values of organizational commitment and trust at work (Taboroši, et al., 2020), less often take sick leave and have a lower degree of rumination (Nolen-Hoeksema, 2000). When talking about the benefits that employees achieve remotely, the literature most often mentions the

flexibility of organizing free time, saving time on commuting, as well as better work-life balance (Mahfood, 1992). Likewise, teleworking is associated with increased work performance, motivation, job satisfaction, as well as stress reduction (Allen et al., 2015). However, depending on the personal identity, skills, context and role of the employee, teleworking employees may have difficulty adapting to this method of work, and in the absence of quality management, may be prone to stress, overwork, isolation and depression (Tavares, 2017).

Teleworking does not imply job satisfaction, but has the ability to provide more value to certain conditions that can affect job satisfaction positively. Of course, the effect of these influences depends on the employees themselves, both their jobs and characters, values, age, gender and level of education. People who value socializing with colleagues will certainly not have the same values of job satisfaction as people who value autonomy and flexibility (Petcu, et al., 2021). There are different influences of gender, age, work experience, and social status on job satisfaction in teleworkers. Scientists cannot agree on which of the above factors have the strongest influence, because satisfaction itself is a very individual need of the employee. The gender gap that exists in the workplace can also have a strong impact on teleworkers and their job satisfaction. As women are more committed to housework and raising children than men (Geist, 2020), some negative impact of teleworking on job satisfaction among female employees can be assumed. According to Feng and Savannah (2020), female teleworkers showed a lower level of satisfaction during COVID-19 lockdowns. Also, the age of the employed person can have a strong influence on career choices in general (Fonner and Roloff, 2010), so the influence on teleworking can be assumed.

According to Brunelle and Fortin (2021), based on three factors – need for autonomy, competence and relatedness – teleworkers have higher job satisfaction values. The introduction of telework can provide significant positive effects on the company if employees are selected for whom meeting these psychological needs is important. This also means that teleworkers and the conventionally employed show different job satisfaction, precisely because the method of work itself meets their different physical and psychological needs. This is also important for companies that have difficulties in doing business due to exhaustion from social interactions, so they can combine working methods to overcome this problem. With properly conducted telework, employees can have a good "rest" from work-related stress without negative impact on business (Windeler, Chudoba and Sundrup, 2017).

Research into teleworkforce is very significant, especially in the light of current global circumstances caused by the Covid-19 pandemic. This paper examines and analyses the differences in job satisfaction among conventionally employed and teleworking persons. Differences were also examined for three control variables: gender, age and edition of the respondents. The research was conducted in West Balkan countries (Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia and Serbia). In theoretical terms, the significance of the work is that it enables the deepening of existing research, as well as the acquisition of missing knowledge. This especially refers to the fact that job satisfaction

is viewed here through individual dimensions, which has not been done enough in the context of teleworking, as well as the impact of given control variables on individual job satisfaction dimensions. In practical terms, this research is important because it allows the management to see all the impacts of telework and create working conditions properly, focusing on taking full advantage of this method, as well as timely prevention and mitigation of negative effects. HR specialists can use the findings from this paper to develop more efficient decision-making models that they can use when hiring teleworkers. This can be particularly useful for companies in the West Balkan region, where teleworking was underrepresented before the Covid-19 pandemic.

1. Theory and hypotheses

1.1. Job satisfaction

Although the concept has been researched for a long time, there is still no definition that the authors agree on when it comes to job satisfaction. According to Hoppock (1935), job satisfaction is a set of psychological, physical and environmental elements that lead an employee to say that he is satisfied with his job. Therefore, job satisfaction can be influenced by many different factors, and yet it represents the emotional state in which the employee finds himself. Vroom (1964) defines job satisfaction as an individual's emotional relationship to the role they play in the workplace.

Job satisfaction is primarily a set of positive and negative feelings that an individual cultivates towards their job. Every employee has certain desires, needs and expectations, and based on the degree of their fulfilment, can develop a certain level of job satisfaction. An individual feels fulfilled if they are satisfied with their job. Also, every organization must find its own way to achieve this (Miletić, Ćurčić & Simonović, 2021). Adequate HR management can have a strong impact on job satisfaction among employees (Dosenovic & Zolak Poljašević, 2021). In addition to a positive emotional state, the employee then feels that they are doing his job well, that they are appreciated and justly rewarded for it, and all this gives them a sense of fulfilment (Kaliski, 2007). This concept is multidimensional and can mean different things to different people, but it is one of the most influential factors on the efficiency, effectiveness and success of a company (Aziri, 2011). A happy employee is also successful in their work.

Dissatisfaction increases the possibility of disloyalty, absence from work, reduced efficiency and more frequent mistakes. Spector (1997) highlights 3 important characteristics of job satisfaction:

1. Organizations must be guided by humane values such as respect and fair treatment – in this way job satisfaction has a positive impact on effectiveness.
2. The behaviour of employees will depend on the level of job satisfaction, which results in a strong impact on the companies' performance.
3. Job satisfaction is an indicator of organizational activities.

As the concept of job satisfaction is complex, so is its impact. According to Luthans (1998), job satisfaction does not only lead to an increase in individual performance, but also to an increase in organizational performance as a whole. As job satisfaction reduces absenteeism and the possibility of error, and increases loyalty (Sweney & McFarlin, 2005), caring for employees is the most efficient and long-term way to reduce the costs of these phenomena. In addition, job satisfaction develops a strong and positive impact on the emotional and mental state of employees, leading to greater organizational commitment, productivity and efficiency. It should certainly be borne in mind that factors such as age, work experience, education and gender strongly influence job satisfaction in the general sense (Tang and Cousins, 2005), so it can be assumed that these relationships also exist among teleworkers. Job satisfaction is a concept that every organization must plan, which plans in the long run and wants to be successful.

1.2. Job satisfaction and telework

The strong impact of job satisfaction has long been researched. Mayo (1949) and Maslow (1954) state that, among other things, employees, can be motivated by social interaction in the workplace. Relevant relationships at work, such as opportunities for feedback, interconnectedness, and friendship, can increase employee satisfaction and stand out as irreplaceable (Olson et al., 2002). Such interactions can indeed enhance closeness among employees and lead to a significant flow of information which can have extremely beneficial effects on job satisfaction, work performance and, ultimately, company success.

Recent research shows a positive relationship between job satisfaction and telecommuting. In companies that apply part-time telework, an increase in job satisfaction has been observed with an increase in teleworking hours (Golden & Veiga, 2005). Employees are satisfied with the autonomy and flexibility provided by teleworking, and the absence of uncertainty and stress caused by sudden interruptions in work, meetings and organizational policies contributes to teleworking employees being more productive and efficient in their work (Nardi & Whittaker, 2002).

Managers have often been reluctant to apply teleworking, however, modern technologies and digitalization allow superiors to track the work performance of their employees much more accurately and efficiently (Meier, 2017). In addition, the positive impact of teleworking can be seen on society as a whole, especially given the reduced environmental pollution due to less use of vehicles. The popularity and application of teleworking has slowly grown with the development of information technology, but only with the advent of the Covid-19 pandemic, companies have massively applied this method of work. In the case of companies that have previously applied this way of working, they continued their processes without hindrance and without difficulty, unlike those for whom this was the first encounter with teleworking (Karacsony, 2021).

In addition to increased productivity, efficiency, better work discipline, and reduced

absenteeism, teleworking also contributes to increasing a company's overall performance (Smith et al., 2015). It is natural to conclude that this method of work also leads to increased job satisfaction, but some research shows the opposite. According to Windeler et al. (2017), loneliness and boredom brought by working from home can contribute to making employees more dissatisfied with their work when working remotely. Also, employees who work from home can come into conflict with their family members and find it harder to separate private life from work, and overworking can occur. Nevertheless, numerous authors cite a positive relationship between teleworking and job satisfaction (Smith et al., 2015; Golden & Veiga, 2005). In their research, Golden & Veiga (2005) go a step further and examine the correlation between teleworking and job satisfaction. Research conducted in Slovakia confirms these claims, and it is found that teleworking has a positive effect on job satisfaction and the significant proportion of respondents will continue to telework even after the Covid-19 pandemic is over (Karacsony, 2021). The multidimensionality of the concept of job satisfaction also requires a multidimensional approach to research, especially when it comes to teleworking. Teleworking has a strong positive impact on job satisfaction, but also work-life balance, significantly reduces work-related stress, as well as burnout (Baert et al., 2020).

When employees are viewed by gender, certain research proves that women are less prone to the negative effects of teleworking (Charalampous et al., 2019). This way of working enables employed women to better balance responsibilities in the home and around the family, because women are still in most cases responsible for family care (Queisser, Adema & Clarke, 2020). According to (Petcu, et al., 2021), men who work remotely highly value the sense of control and independence that this method of work gives them, as well as the quality business environment that provides them with support and resources for work and training. According to the same authors, women value the opportunity for self-organization more, as well as greater opportunities for the integration of women into teleworkforce. Older teleworkers generally feel the positive effects of teleworking, especially when it comes to work-related stress and efficiency (Baert et al., 2020), and show higher values of organizational commitment and trust at work (Taboroši et al., 2020), which can also contribute to higher job satisfaction values. These results are consistent with the findings of Aguilera et al. (2016), where it was shown that telework is often performed in a quiet and stress free environment, which enables older people to have better concentration and stress management. This environment can also result in greater commitment of employees regardless of age and gender, because the modern way of life already has a stressful effect on all employees.

The role of employees in the overall business and success of the company is growing, and companies must take care of employees' well-being. Flexibility of working-hours, as well as a high level of autonomy increase creativity and productivity in employees (Davidescu et al., 2020), and this can have a positive impact on job satisfaction, as well as on greater organizational commitment. According to Giovanis (2019), teleworkers show higher values of job satisfaction and loyalty, and this is especially important in times of crisis, because it significantly reduces the companies' costs when hiring new people.

Interestingly, according to Nakrošienė, Bučiūnienė, and Goštautaitė (2019), the possibility of working during health problems within teleworkers has a positive effect on job satisfaction, which implies that teleworkers really value their work and method of work more. And Makarius and Larson (2017) point out the strong influence of superiors' trust on job satisfaction with teleworkers. This relationship between employees and management also enables positive feelings of the employee towards his own future in the company.

Considering that two basic groups of respondents (the conventionally employed and teleworkers) are observed in the paper, with three control variables (gender, age and education) introduced, in this paper, seven hypotheses are set:

H1: There is a statistically significant difference in the average scores of job satisfaction dimensions, for conventionally employed and teleworking employees.

H2: There is a statistically significant difference in the average scores of job satisfaction dimensions, for conventionally employed men and women.

H3: There is a statistically significant difference in the average scores of job satisfaction dimensions, for teleworking men and women.

H4: There is a statistically significant difference in the average scores of job satisfaction dimensions, for conventionally employed younger and older respondents.

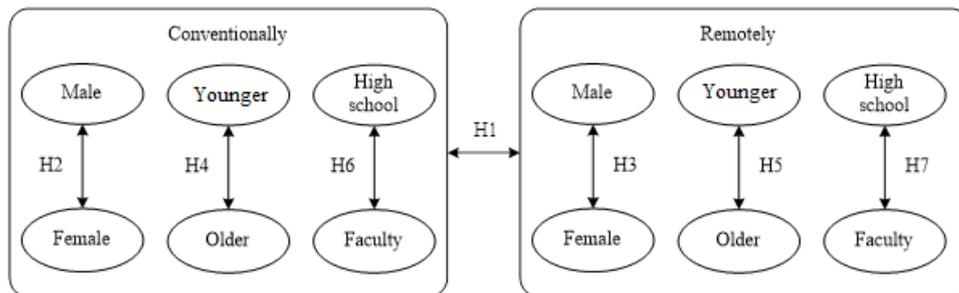
H5: There is a statistically significant difference in the average scores of job satisfaction dimensions, for teleworking younger and older respondents.

H6: There is a statistically significant difference in the average scores of job satisfaction dimensions, for conventionally employed high school and faculty respondents.

H7: There is a statistically significant difference in the average scores of job satisfaction dimensions, for teleworking high school and faculty respondents.

The hypotheses are introduced visually in order to facilitate follow up (Figure 1).

Figure1: Visual portrayal of the hypotheses



Source: the authors' research

2. Method

2.1. Survey instrument

The Job Satisfaction Survey (JSS) (Spector, 1985) was used to measure job satisfaction. Each of the respondents was able to form their answers on the seven-point Likert scale, and the questionnaire contains 36 items and 9 dimensions.

2.2. Participants and data collection

This research was conducted in companies from five West Balkan countries: Bosnia and Herzegovina, Croatia, Montenegro, North Macedonia and Serbia. The sample includes teleworkers and conventionally employed, who are employed in these organizations. Data was collected online by filling out questionnaires using Google form tool, and 313 valid questionnaires were collected from respondents, 162 (51.76%) of which were teleworkers and 151 (48.24%) were conventionally employed.

3. Results

3.1. Descriptive statistics

The results of descriptive statistics for job satisfaction are given in Table 1. In addition, the names of dimensions, abbreviation, mean, standard deviation and Cronbach's alpha for each of the dimensions can be found in the same table. The merits of these Cronbach's alpha are between 0.740 up to 0.928.

Table 1. Descriptive statistics

Dimensions	Abbr.	N	Min	Max	Mean	Std. Deviation	Cronbach's alpha
Pay	JS1	313	1.000	6.000	3.65256	1.495750	0.904
Promotion	JS2	313	1.000	6.000	3.85703	1.602947	0.928
Supervision	JS3	313	1.000	6.000	4.42572	1.464002	0.900
Fringe Benefits	JS4	313	1.000	6.000	3.98003	1.592312	0.921
Contingent Rewards	JS5	313	1.000	6.000	3.88099	1.581143	0.926
Operating Procedures	JS6	313	1.000	6.000	3.77955	1.123987	0.740
Coworkers	JS7	313	1.000	6.000	4.30032	1.244887	0.855
Nature of Work	JS8	313	1.000	6.000	4.64137	1.298183	0.912
Communication	JS9	313	1.000	6.000	4.41294	1.199713	0.836
Valid N (listwise)		313					

Source: the authors' calculations

3.2. Job satisfaction in the conventionally employed and teleworkers

A t-test was used to compare average scores of job satisfaction dimensions. The results of

the t-test are presented in three Tables (Table 2, Table 3, and Table 4). In these tables, results with a statistically significant difference in the mean ratings of the observed dimensions are shown in bold font. The results of the t-test over the average job satisfaction dimensions, for the conventionally employed and teleworkers are given in Table 2.

Table 2. T-test over average values of job satisfaction dimensions, depending on the working method (1 - Conventionally; 2 - Telework)

JS	Working method	N	Mean	Std. Deviation	Std. Error Mean	Levene's Test for Equality of Variances		t-test for Equality of Means		
						F	Sig.	t	df	Sig. (2-tailed)
JS1	1 Conv.	151	3.45530	1.500579	.122115	.317	.574	-2.267	311	.024
	2 Telework	162	3.83642	1.472133	.115662			-2.266	308.519	.024
JS2	1 Conv.	151	3.75166	1.584429	.128939	.214	.644	-1.123	311	.262
	2 Telework	162	3.95525	1.618724	.127179			-1.124	310.251	.262
JS3	1 Conv.	151	4.35762	1.449859	.117988	.232	.630	-.794	311	.428
	2 Telework	162	4.48920	1.478718	.116179			-.795	310.198	.427
JS4	1 Conv.	151	3.81623	1.612116	.131192	.860	.354	-1.763	311	.79
	2 Telework	162	4.13272	1.563156	.122813			-1.761	307.839	.079
JS5	1 Conv.	151	3.67550	1.650453	.134312	4.442	.036	-2.234	311	.026
	2 Telework	162	4.07253	1.493433	.117335			-2.226	302.286	.027
JS6	1 Conv.	151	3.55464	1.107134	.090097	.428	.514	-3.478	311	.001
	2 Telework	162	3.98920	1.102069	.086587			-3.478	309.254	.001
JS7	1 Conv.	151	4.07285	1.298906	.105704	3.119	.078	-3.166	311	.002
	2 Telework	162	4.51235	1.156538	.090866			-3.153	300.644	.002
JS8	1 Conv.	151	4.67715	1.291185	.105075	.356	.551	.470	311	.639
	2 Telework	162	4.60802	1.307787	.102749			.470	309.965	.638
JS9	1 Conv.	151	4.28146	1.224508	.099649	1.230	.268	-1.880	311	.061
	2 Telework	162	4.53549	1.166586	.091656			-1.876	306.667	.062

Source: the authors' calculations

The results of the t-test over average ratings of job satisfaction dimensions, for conventionally employed men and women, as well as for teleworking men and women, are given in Table 3.

Table 3. T-test over average values of job satisfaction dimensions, for conventionally employed men and women, and for teleworking men and women

Working method	JS	Gender	N	Mean	Std. deviation	Std. error Mean	Levene's Test for Equality of Variances	t-test for Equality of Means
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							F	Sig.	t	df	Sig. (2-tailed)
1 Conv.	JS1	1 Male	58	3.90517	1.346558	.176812	3.044	.083	2.985	149	.003
		2 Fem.	93	3.17473	1.529948	.158648			3.075	132.512	.003
	JS2	1 Male	58	4.17672	1.390766	.182616	4.459	.036	2.655	149	.009
		2 Fem.	93	3.48656	1.646128	.170695			2.761	135.859	.007
	JS3	1 Male	58	4.62069	1.302192	.170986	3.646	.058	1.773	149	.078
		2 Fem.	93	4.19355	1.518513	.157462			1.838	134.667	.068
	JS4	1 Male	58	4.22845	1.499477	.196891	1.891	.171	2.525	149	.013
		2 Fem.	93	3.55914	1.634129	.169451			2.577	128.897	.011
	JS5	1 Male	58	4.13362	1.489153	.195535	2.051	.154	2.752	149	.007
		2 Fem.	93	3.38978	1.688944	.175135			2.834	132.361	.005
	JS6	1 Male	58	3.73276	1.109036	.145624	.269	.605	1.569	149	.119
		2 Fem.	93	3.44355	1.097260	.113781			1.565	120.105	.120
	JS7	1 Male	58	4.37069	1.125113	.147735	2.817	.095	2.255	149	.026
		2 Fem.	93	3.88710	1.369562	.142017			2.360	138.006	.020
	JS8	1 Male	58	4.86207	1.021880	.134179	7.555	.007	1.394	149	.165
		2 Fem.	93	4.56183	1.426961	.147969			1.503	146.082	.135
	JS9	1 Male	58	4.42672	1.098253	.144208	1.628	.204	1.153	149	.251
		2 Fem.	93	4.19086	1.294532	.134237			1,197	135.531	.233
2 Tele.	JS1	1 Male	40	4.16250	1.300333	.205601	2.839	.094	1.622	160	.107
		2 Fem.	122	3.72951	1.513913	.137063			1.752	76.498	.084
	JS2	1 Male	40	4.44375	1.429416	.226010	3.401	.067	2.226	160	.027
		2 Fem.	122	3.79508	1.650199	.149402			2.394	75.862	.019
	JS3	1 Male	40	4.75625	1.285381	.203237	3.944	.049	1.319	160	.189
		2 Fem.	122	4.40164	1.531541	.138659			1.441	78.289	.153
	JS4	1 Male	40	4,57500	1,388137	,219484	1,536	,217	2,083	160	,039
		2 Fem.	122	3,98770	1,595077	,144411			2,235	75,515	,028
	JS5	1 Male	40	4,50000	1,362266	,215393	2,274	,134	2,108	160	,037
		2 Fem.	122	3,93238	1,513041	,136984			2,224	73,075	,029
	JS6	1 Male	40	4,18750	1,081236	,170958	,000	,984	1,314	160	,191
		2 Fem.	122	3,92418	1,105438	,100082			1,329	67,747	,188
	JS7	1 Male	40	4,65625	1,031068	,163026	,902	,344	,906	160	,366
		2 Fem.	122	4,46516	1,194995	,108190			,977	76,156	,332
	JS8	1 Male	40	4,78750	1,100044	,173932	1,906	,169	1,000	160	,319
		2 Fem.	122	4,54918	1,368038	,123856			1,116	81,801	,268
	JS9	1 Male	40	4,85000	,991632	,156791	1,955	,164	1,983	160	,049
		2 Fem.	122	4,43238	1,204347	,109036			2,187	79,826	,032

Source: The authors' calculations

The results of the t-test over average ratings of job satisfaction dimensions, for conventionally employed younger and older respondents, as well as for teleworking older and younger respondents, are given in Table 4.

Table 4. T-test over average values of job satisfaction dimensions, for conventionally employed younger and older respondents, and for teleworking younger and older respondents

Working method	JS	Age	N	Mean	Std. deviation	Std. error mean	Levene's Test for Equality of Variances		t-test for Equality of Means		
							F	Sig.	t	df	Sig. (2-tailed)
1 Conv.	JS1	1 Young.	67	3.75000	1.503783	.183716	.055	.814	2.182	149	.031
		2 Older	84	3.22024	1.464646	.159806			2.176	139.950	.031
	JS2	1 Young.	67	4.07463	1.565499	.191256	.096	.757	2.268	149	.025
		2 Older	84	3.49405	1.560997	.170319			2.267	141.450	.025
	JS3	1 Young.	67	4.55970	1.468153	.179363	.008	.931	1.537	149	.127
		2 Older	84	4.19643	1.423274	.155292			1.531	139.640	.128
	JS4	1 Young.	67	4.12313	1.546240	.188903	.647	.423	2.113	149	.036
		2 Older	84	3.57143	1.630642	.177918			2.126	144.569	.035
	JS5	1 Young.	67	3.95522	1.666245	.203564	.263	.609	1.876	149	.063
		2 Older	84	3.45238	1.612954	.175988			1.869	139.542	.064
	JS6	1 Young.	67	3.69403	1.152090	.140750	.937	.335	1.386	149	.168
		2 Older	84	3.44345	1.063745	.116064			1.374	136.198	.172
	JS7	1 Young.	67	4.20149	1.258485	.153748	.673	.413	1.088	149	.279
		2 Older	84	3.97024	1.328785	.144982			1.094	144.628	.276
	JS8	1 Young.	67	4.45896	1.401837	.171262	2.926	.089	-1.870	149	.063
		2 Older	84	4.85119	1.175246	.128230			-1.833	128.603	.069
	JS9	1 Young.	67	4.20522	1.319956	.161258	2.192	.141	-.682	149	.496
		2 Older	84	4.34226	1.147141	.125163			-.671	131.519	.503
2 Tele.	JS1	1 Young.	94	3.98670	1.417710	.146226	3.234	.074	1.534	160	.127
		2 Older	68	3.62868	1.530470	.185597			1.515	137.755	.132
	JS2	1 Young.	94	3.98138	1.604865	.165529	.329	.567	.241	160	.810
		2 Older	68	3.91912	1.648971	.199967			.240	142.183	.811
	JS3	1 Young.	94	4.36702	1.550105	.159881	3.475	.064	-1.238	160	.217
		2 Older	68	4.65809	1.367196	.165797			-1.264	153.757	.208
	JS4	1 Young.	94	4.21011	1.546025	.159460	.208	.649	.740	160	.460
		2 Older	68	4.02574	1.591805	.193035			.736	142.002	.463
	JS5	1 Young.	94	4.06383	1.457709	.150351	.935	.335	-.087	160	.931
		2 Older	68	4.08456	1.552328	.188247			-.086	138.995	.932
	JS6	1 Young.	94	4.13032	1.054769	.108791	.594	.442	1.932	160	.055
		2 Older	68	3.79412	1.143559	.138677			1.907	137.363	.059
	JS7	1 Young.	94	4.48138	1.131917	.116748	.016	.899	-.400	160	.690
		2 Older	68	4.55515	1.196891	.145144			-.396	139.634	.693
	JS8	1 Young.	94	4.53457	1.346841	.138916	.888	.347	-.840	160	.402
		2 Older	68	4.70956	1.254552	.152137			-.849	150.118	.397
	JS9	1 Young.	94	4.55053	1.190565	.122797	.078	.780	.192	160	.848
		2 Older	68	4.51471	1.141061	.138374			.194	147.969	.847

Source: the authors' calculations

The results of the t-test over average ratings of job satisfaction dimensions, for conventionally employed high school and college educated respondents, as well as for teleworking high school and college educated respondents, are not shown because there is no statistically significant difference in the average values of the job satisfaction dimension, both for conventionally employed and teleworkers.

4. Discussion

4.1. Discussion of average job satisfaction dimensions, for the conventionally and remotely employed

Table 2 shows that teleworking employees are generally more satisfied with their job than conventionally employed. All dimensions of job satisfaction have higher mean values for teleworkers, and these differences are statistically significant for four dimensions: JS1 - Pay, JS5 - Contingent rewards, JS6 - Operating procedures and JS7 - Coworkers. In addition, the differences in average scores are close to statistically significant in two other dimensions: JS4 - Fringe benefits and JS9 - Communication. This shows that teleworkers are, in the first place, more satisfied with all aspects of compensation, such as salary, benefits and rewards. Also, teleworkers are more satisfied with aspects related to the procedural and personal work environment, which includes: operational procedures, work organization, accompanying organizational communication, as well as quality associates. In organizations that prefer telework, more attention is paid to these aspects of work, relationships are clearer, everyone knows what their tasks and responsibilities are and this is respected. Hence the greater satisfaction with the procedures, the associates, and finally all the forms of compensation. In this way, hypothesis H1 was confirmed.

The obtained results are consistent with the findings of most existing research, which confirms increased job satisfaction in teleworkers (Allen et al., 2015; Baert et al., 2020; Brunelle, Fortin, 2021; Davidescu et al., 2020; Giovanis, 2019; Golden, Veiga, 2005; Karacsony, 2021; Nardi, Whittaker, 2002; Smith et al., 2015).

4.2. Discussion of average job satisfaction dimensions, for conventionally employed and teleworkers, influence of control variables

When the sample is divided into men and women (Table 3), it is noticeable that the average job satisfaction dimension values have higher values in men. This applies to both conventionally employed and teleworkers. For conventionally employed, statistically significant differences occur for the following dimensions: JS1 - Pay, JS2 - Promotion, JS4 - Fringe benefits, JS5 - Contingent rewards and JS7 - Coworkers. For teleworkers, statistically significant differences occur for the following dimensions: JS2 - Promotion, JS4 - Fringe benefits, JS5 - Contingent rewards and JS9 - Communication. In both cases (conventionally and teleworking), men are better at assessing opportunities for

advancement, as well as achieving additional benefits and rewards. It is obvious that women have additional responsibilities in the home and family, which can significantly slow down their careers and reduce income and potential benefits. Men have more room for business in their lives, which they use. This, in general, results in greater job satisfaction in men, and this can be seen, to a greater or lesser extent, in other dimensions as well. In this way, hypotheses H2 and H3 were confirmed.

Similar results and explanations can be found in some other research (Geist, 2020; Feng, Savani, 2020; Petcu, et al., 2021). However, it should be noted that some researchers, for example Charalampous et al., (2019); Queisser, Adema & Clarke, (2020), point out the opposite, and that is that women are actually more receptive to teleworking and that this way of working suits them better.

When the sample is divided into younger and older respondents (Table 4), it is noticed that statistically significant differences in the average values of job satisfaction dimension exist only among conventionally employed. This occurs in three dimensions: JS1 - Pay, JS2 - Promotion and JS4 - Fringe benefits, with greater satisfaction expressed by younger respondents. Older conventionally employed believe that they deserve more, and that, in the first place, refers to a higher salary, a higher position in the organizational structure and greater benefits. On the other hand, there are no statistically significant differences in the average values of job satisfaction dimensions among teleworkers, for both younger and older respondents. In remote conditions, obviously compensation of employees and opportunities for advancement are not based on past work and years, but on the results and contribution of the company they work for. All teleworking employees are aware of that, regardless of age. Thus hypothesis H4 can be accepted and hypothesis H5 must be rejected.

One phenomenon should be noted, which was not considered within some of the hypotheses, but can be interesting and significant: older teleworking employees are noticeably more satisfied than older conventionally employed. This result is in line with the previous findings: telework provides opportunities for all employees to express themselves, to achieve results and to be adequately rewarded for it. Older teleworking employees are aware of this, and hence their greater satisfaction compared to their peers who work conventionally.

When the sample is divided into high school and college educated respondents there is no statistically significant difference in the average values of job satisfaction dimension, both for the conventionally employed and teleworkers. This suggests that job satisfaction does not depend on the level of education. Probably everyone is aware of their real positions in the organization, knowledge, expertise, and thus their capabilities in terms of compensation, promotion, etc. Thus hypotheses H6 and H7 must be rejected.

Here, too, one phenomenon should be pointed out, which was not considered within some of the hypotheses, but can be interesting and significant: high school educated teleworkers are noticeably more satisfied than high school educated conventionally

employed. This is especially pronounced in job satisfaction dimensions related to benefits and promotions. It has already been stated that telework provides significantly greater opportunities for all employees, so this is also true when it comes to the level of education: in remote conditions even the high school educated school employees have the opportunity to achieve significant results and be rewarded and promoted accordingly.

4.3. Research limitations

The limitation of the research is that it was realized in the West Balkan countries, so the results are valid for this region. It can be assumed that similar results may occur in some other regions and countries, especially those with similar economic development and living standards.

5. Conclusion

Generally, teleworking employees are more satisfied with their job than the conventionally employed. This was shown in all job satisfaction dimensions, and statistically significant in JS1 - Pay, JS5 - Contingent rewards, JS6 - Operating procedures and JS7 - Coworkers. Thus, remote employees are most satisfied with all forms of compensation, procedures and people they work with.

Job satisfaction is higher in men, both those who work conventionally and those who telework. In both cases, men are significantly more appreciative of advancement opportunities, as well as achieving additional benefits and rewards. Younger respondents have greater job satisfaction than older respondents, but this only applies to the conventionally employed. There are no differences in job satisfaction within teleworkers, depending on the age of the respondents. Finally, job satisfaction does not depend on the level of education of the respondents, and this applies to both conventionally employed and teleworkers.

The results of the research point to another important conclusion: companies that apply telework more objectively value the results of their employees and the contribution they provide to the company, and accordingly, adequately reward and promote employees. At the same time, the influence of age and level of education of employees is in the background and not so important. It follows that all age and educational categories of employees see their chance in teleworking conditions. Therefore, with teleworking employees, there are no significant differences in job satisfaction for younger and older respondents, nor for high school and faculty respondents. Also, older teleworkers are significantly more satisfied than older conventionally employed and high school teleworking employees are significantly more satisfied than high school conventionally employed.

As stated, differences in job satisfaction exist for men and women, with men being more satisfied with work. This is probably due to the fact that men have more time for work, compared to women, who spend a lot of energy on responsibilities around the house and family.

The theoretical significance of the paper is that the differences in the average job satisfaction dimensions between conventionally employed and teleworkers were determined, as well as the same differences, depending on the gender, age and level of education of the respondents. All impacts are determined for individual job satisfaction dimensions, which deepens existing research related to teleworkers job satisfaction. This is especially important in the current circumstances of life and work, which are shaped by the impact of the Covid-19 pandemic, so there is a need to study the effects of these new conditions on various aspects of organizational behaviour. The practical significance of the work is that it provides insight to leaders and managers in what they can expect from their employees, in terms of job satisfaction. Thanks to that, managers can better understand the phenomena examined here and, accordingly, take appropriate corrective actions in order to improve employee job satisfaction. For example, regardless of the type of work (conventionally/teleworking), it is important to provide fair compensation to all employees, provide equal opportunities for advancement, and provide women with appropriate support and understanding.

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