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REMOTE WORKING DURING THE COVID-19 PANDEMIC AND JOB-RELATED EMOTIONAL EXPERIENCES

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ABSTRACT

The main purpose of the study is to investigate resilience (emotional resilience), hope, and job dissatisfaction based on the personal differences and work-related changes of remote working employees because of the COVID-19 pandemic period. The study is designed as a quantitative study with a quota sampling method. The data for the hypotheses prepared for the research question is obtained by the survey method. In addition to the socio-demographic information form, job dissatisfaction, resilience, and hope scales are used to test the hypotheses. The study sample consists of 269 participants working remotely due to COVID-19 pandemic. Hypotheses are analysed with difference and relation tests. It was concluded that there was a significant and negative correlation between job dissatisfaction for both hope and resilience, job dissatisfaction negatively affects the hope and resilience level of employees, but socio-demographic characteristics were not determinative on their emotinal experiences. In addition to these findings, regardless of the conditions, the respondents who experienced remote work had high levels of resilience (mean=4.0384) and hope (mean=4.0019) and low levels of job dissatisfaction (mean=1.9182). Accordingly, hope and resilience are essential to overcome job dissatisfaction, which is a vital outcome discussed in the literature. Increasing these capacities is both beneficial for employees who are working in unusual circumstances and for generally desired organizational outcomes.

Keywords: Remote working, COVID- 19 pandemic, Job dissatisfaction, Hope, Resilience

KORONAVİRÜS PANDEMİ SALGINI SÜRECİNDE UZAKTAN ÇALIŞMA VE İŞLE İLGİLİ DUYGUSAL DENEYİMLER

ÖZ

Çalışmanın temel amacı, COVID-19 pandemi dönemi nedeniyle uzaktan çalışanların kişisel farklılıklarına ve işle ilgili değişikliklerine dayalı olarak dayanıklılık (duygusal dayanıklılık), umut ve iş memnuniyetsizliğinin araştırılmasıdır. Araştırma, kota örnekleme yöntemiyle nicel bir çalışma olarak tasarlanmıştır. Araştırma sorusu için hazırlanan hipotezlerin verileri anket yöntemi ile elde edilmiştir. Hipotezleri test etmek için sosyodemografik bilgi formunun yanı sıra iş tatminsizliği, dayanıklılık ve umut ölçekleri kullanılmıştır. Çalışma örneklemi, COVID-19 pandemisi nedeniyle uzaktan çalışan 269 katılımcıdan oluşmaktadır. Hipotezler fark ve ilişki testleri ile analiz edilmiştir. Hem umut hem de dayanıklılık ile iş tatminsizliği arasında anlamlı ve negatif bir ilişki olduğu, iş taminsizliğinin çalışanların umut ve dayanıklılık düzeylerini olumsuz etkilediği ancak sosyo-demografik özelliklerin belirleyici olmadığı sonucuna varılmıştır. Bu bulgulara ek olarak, koşullardan bağımsız olarak, uzaktan çalışma deneyimi yaşayan katılımcıların dayanıklılık (ortalama=4.0384) ve umut (ortalama=4.0019) düzeyleri yüksek ve iş tatminsizliği düzeyleri (ortalama=1.9182) düşüktür. Buna göre, literatürde tartışılan kritik bir çıktı olan iş tatminsizliğinin üstesinden gelmek için umut ve dayanıklılık esastır. Bu kapasitelerin artırılması hem olağandışı koşullarda çalışanlar için hem de genel olarak istenen örgütsel sonuçlar için anlamlıdır.

Anahtar Kelimeler: Uzaktan çalışma, COVID-19 pandemisi, İş tatminsizliği, Umut, Dayanıklılık

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1. INTRODUCTION

Remote working, which was not a very common form of work before the COVID-19 pandemic period (Kossek & Lautsch: 2018: 5), has become increasingly and consistently mandatory for many business lines. While many of the studies in the literature focus on productivity in remote work (eg. Wang et al.: 2020), others focus on work-life balance and employee well-being (Möhring et al.: 2020). Indeed, studies show that remote work does influence individual outcomes (such as motivation and job performance) for the employee (e.g., Virtanen: 2020). In addition, new studies have started to come to the fore within HR practices to increase the motivation and productivity of employees in changing business conditions (e.g., AM et al.: 2020), and in fact, in similar studies have found significant findings regarding the effect of remote working on job satisfaction (Bellmann and Hübler: 2020). Furthermore, the statements of leading companies in the international market, such as Google (see Web 1), Amazon (see Web 2) and Canary Wharf Group (see Web 3) regarding their new practices related to remote working, have motivated the academic literature, and are increasingly studied in new research in order to evaluate the phenomenon of remote work and job satisfaction.

In terms of job satisfaction, it has been repeatedly confirmed by many studies that the job satisfaction of the employees positively affects both their efforts towards work and their life satisfaction (Judge and Watanabe: 1993; Rode: 2004; Jones: 2006). Similarly, low job satisfaction and job dissatisfaction have been associated with negative job outcomes: stress, burnout, and turnover in past studies (Lee: 1988; Rössler: 2012). Today, with the changing of business life, working remotely is an unfamiliar way, and the problems that arise with it, have become increasingly difficult to maintain/increase the level of job satisfaction of employees or to measure job satisfaction with known methods. For instance, Smith et al. (2018: 61) stated that the effect of the duration of remote work (continuous or occasional) on job satisfaction is decisive, while Grant (2021) stated in his study that the positive or negative correlation between remote work and employee satisfaction is related to voluntary work, pointing to different determinants of how job satisfaction is affected by remote work. Therefore, the empirical evaluation of the determining factors in the relationship between remote work and job satisfaction, as well as the requirements related to revealing the determinant features in this period, appear as the common opinion of both decision-makers in the business world and academicians.

Additionally, the findings related to the psychological capital of the employees, which has been widely studied in the last ten years, show that the resilience and hope capacity of employees are important determinants of the desired outputs, including productivity, motivation, and job performance (Bardoel et al.: 2014; Peterson and Byron: 2008). In particular, focus on hope and resilience capacities is that there are findings in different disciplines showing that they are important resources for individuals to cope with difficult situations, especially when it comes to uncertainty (Wu: 2011; Ong et al.: 2006).

In particular, during the COVID-19 period, the changes in the way of working, especially remote working, emerged as a point that needs to be examined by the individual experiences of employees. By examining the personal differences that emerge within the resilience and hope capacities of employees during an adaptation to new working conditions, this study aimed to contribute to the literature in reflecting the job dissatisfaction and psychological capacities perspective. Finally, the findings of this study aimed to contribute to the precautions that can be taken in long-term HR practices by presenting findings on how employees currently emotionally experience this process.

For this purpose, the variables of the study are discussed conceptually, and the hypotheses of the study and research model are created under the title of literature review and hypotheses development. In order to obtain data for quantitative research, quota sampling method is used, accordingly, the highly representative group constitutes the research sample. Research design, sampling, measurement tools, and data collection process are explained under the title of methodology. Correlation, Regression and MANOVA tests are performed to test the hypotheses of the study. In general, it is observed that the respondents have high hope and resilience capacity, and their job dissatisfaction is at a low level. Besides, significant relationships were found between job dissatisfaction and hope and also resilience. The analyses and findings are summarized in the fourth chapter, and the study ends with a discussion of the findings and recommendations.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Remote working can be defined as working in an environment other than the physical area the employer provides for the employee while fulfilling his or her work-related duties. Although working outside the workplace is expressed in different terms, such as 'home working' (Baruch and Nicholson: 1997), 'virtual working' (Jackson. 1999), 'remote working' (Sullivan: 2012), and 'e-working' (Beňo: 2021), it will be expressed with the concept of remote working in this study, which is widely used in the related literature.

Remote working has advantages in terms of flexible working conditions, no location limit for new job seekers, and also for efficiency. On the other side, disadvantages are significantly stated as socialization and communication. However, as expressed in the studies, its success depends on the work type and the design of remote work (Shockley & Allen: 2007; Beňo: 2021). Therefore, it is both an academic and an institutional problem to evaluate the arrangements and consequences of remote working, much more common in work life compared to the past.

Job satisfaction, which can be defined as the most general determinant of the consequences of work experiences for the employee, offers the employee's perspective on his work as a whole. Job satisfaction has been shown to be effective on tangible variables, including employee attendance, job performance, and job output, and also, it has been effective for intangible individual and organizational long-term outcomes, such as organizational citizenship, organizational commitment, and happiness in work and non-work life (subjective well-being).

Essentially, job satisfaction may result in high job performance under certain conditions; although pioneering theorists such as Vroom (1962) and Loke (1970) theorized causality (and their reasons) many years ago, both theoretical and empirical studies (e.g., Judge et al.: 2001; Pushpakumari: 2008) still explains the link as being very sensitive to conditions. In other words, the relationship between the aforementioned concrete outputs and job satisfaction depends on the "condition" and implies that human resources practices are determinant in this relationship, with job satisfaction positively affecting organizational performance as well as individual job performance (e.g., Ouedraogo and Leclerc: 2013: 35). In addition, empirical studies also show that, in this causality, the determinative of job satisfaction is affected by variables such as job design (Bridges: 1980; Matrunola: 1996). On the other hand, the research shows that job (dis)satisfaction is one of the indicators with the effect of other antecedents in the estimation of the intention to leave work (Lambert et al.: 2001; Mudor: 2011). As expressed in the comprehensive meta-analytic study of researchers (Scott and Taylor: 1985) there are also significant connections between the level of job satisfaction and absenteeism, which is a similar indicator. In brief, as summarized in Zhou & George's (2001: 4-5) study, job dissatisfaction can lead to four remissions: (1) exit- by leaving the job, (2)

voice- taking action to improve conditions, (3) loyalty- withdrawing from contribution and objection, (4) neglect- passive withdrawal behaviours.

As well, there is evidence for stronger connections. For instance, although they are discrete concepts, job satisfaction, job involvement, and organizational commitment are highly correlated with each other (Brooke et al.: 1988), and in particular, job satisfaction influences organizational citizenship behaviour through organizational commitment (Zeinabadi: 2010). In a meta-analytical study (Bowling et al.: 2010), job satisfaction was found to have strong correlations with life satisfaction, happiness, positive mood, and also subjective well-being. And, although job satisfaction has a reciprocal interaction with subjective well-being, causality from subjective well-being to job satisfaction shows a stronger correlation. All these connections constitute the determinant of job satisfaction, and the rationale of the study focuses on job satisfaction in the COVID-19 pandemic period (For example, Giménez-Espert et al.: 2020; Chitra: 2020; Sapta et al.: 2021).

Considering that job satisfaction is very much affected by both environmental and individual characteristics, the protective and decisive role of positive capacities, such as hope and resilience within the scope of individual characteristics, have been discussed in certain studies, especially in times such as COVID-19 where employees are struggling both emotionally and mentally. Snyder who is the leading theorist in the concept of "hope" stated that the importance of the hope capacity emerged, especially in conditions of high psychological stress and uncertainty. Hope comes into play in such situations, providing new ways and motivations to struggle, and thus, the capacity to cope with difficulties increases (Snyder: 2002; Folkman: 2010). In parallel, it has been observed in some studies that those who have a high level of hope during the pandemic period can continue their work efficiently despite all the difficulties (For example, Gaddy et al.: 2020). In addition, it has been reported that hope capacity is positively related to outputs, such as work engagement (Othman and Nasurdin: 2011), job satisfaction (Mishra et al.: 2016) and job performance (Duggleby et al.: 2009).

Resilience is defined by Curtis and Cicchetti (2003: 774) as a positive outcome resulting from experiences that include difficulties, thus helping someone to cope with major adversities and changes (Jackson, Firtko, & Edenborough: 2007; Matos: 2010). Gillespie et al. (2007) stated in his study that resilience capacity is associated with other positive features, such as hope, self-efficacy, control, coping, and competence. In one study (Ong et al.: 2006: 12), hope is expressed as an important source of developing resilience, such that individuals with high hope levels are observed to have higher stress coping skills and resilience. In addition, positive relationships between resilience capacity and work outcomes have been supported in many studies. Magnano et al. (2016) focused on the relationship between resilience and motivation to achieve, and the mediating effect of emotional intelligence on this relationship. In addition, it has been observed that both intrinsic job satisfaction and resilience are important antecedents on job performance (Hou et al.: 2020). Relatively few studies have questioned the relationship between resilience and job satisfaction, most are in the field of health and education, and although findings are not very strong, resilience has been expressed as an important factor in reducing stress and increasing job satisfaction (Roman-Oertwig: 2004; Matos et al. al.: 2010).

On the other hand, recent studies also focused on the importance of COVID-19 conditions affecting workers resilience. Ivbijaro et al. (2020) indicate that 90% of the respondents expressed a negative impact on their mental health, suggesting that increased resilience for unpredictable conditions would benefit employees. And, according to the Der Feltz-Cornelis et al.'s (2020) study, while COVID-19 conditions cause psychological distress, resilience is deterministic on presenteeism

and absenteeism behaviours of employees. Another study evaluating the impact of the COVID-19 pandemic period and positive psychological capital in coping with these difficulties reported that hope and optimism are important in evaluating real conditions and preparing for possible situations, and high resilience supported individuals in coping with negativities more easily and adapting to the new normal (Pathak and Joshi: 2021).

Based on the literature review, resilience, hope, and job dissatisfaction are important determinants in order to examine the effect of remote work on emotional processes related to work. The demographic characteristics of the employees (age, gender, marital status, educational level) and the COVID-19 experience (being in the risk group or infected, living with the risk group or infected household members) were considered as determining personal differences; changes at work also were taken into consideration and limited as remote working duration and changes in income. Accordingly, the hypotheses and research model (Figure 1) to be examined within the scope of the study are as follows:

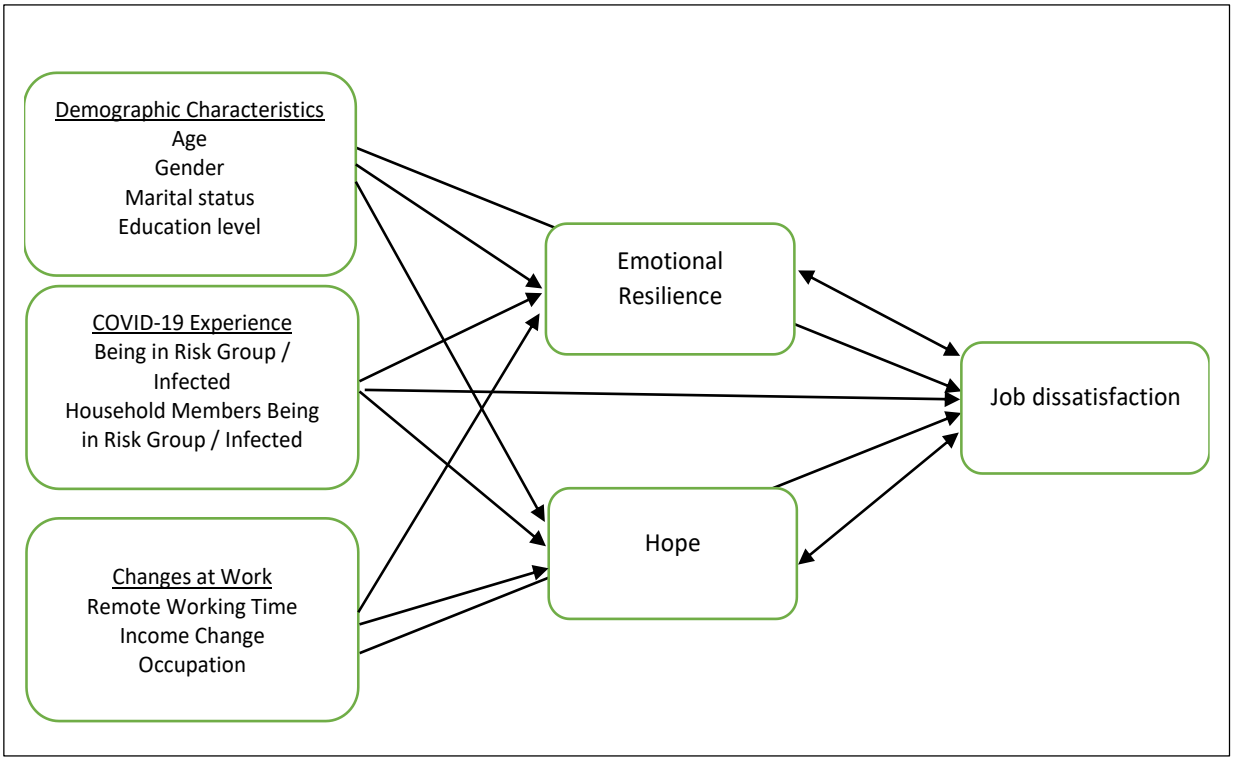

Figure 1: Research Model

H1: There is a significant relationship between resilience sub-dimension scores and job dissatisfaction scores in those who work remotely during the COVID-19 pandemic period.

H2: There is a significant relationship between the hope sub-dimension scores and job dissatisfaction in those who work remotely during the COVID-19 pandemic period.

H3: There is a statistically significant difference in resilience sub-dimension scores according to demographic differences in those who work remotely during the COVID-19 pandemic period.

H4: There is a statistically significant difference in hope sub-dimension scores according to demographic differences in those who work remotely during the COVID-19 pandemic period.

H5: There is a statistically significant difference in terms of job dissatisfaction according to demographic differences in those who work remotely during the COVID-19 pandemic period.

H6: There is a statistically significant difference in resilience sub-dimension scores according to their COVID-19 experience in those who work remotely during the COVID-19 pandemic period.

H7: There is a statistically significant difference in the scores of the hope sub-dimension according to the COVID-19 experience in those who work remotely during the COVID-19 pandemic period.

H8: There is a statistically significant difference in terms of job dissatisfaction according to their COVID-19 experience among those who work remotely during the COVID-19 pandemic period.

H9: There is a statistically significant difference in terms of resilience sub-dimension scores according to changes at work in those who work remotely during the COVID-19 pandemic period.

H10: There is a statistically significant difference in the hope sub-dimension scores according to the changes at work in those who work remotely during the COVID-19 pandemic period.

H11: There is a statistically significant difference in terms of job dissatisfaction according to the changes at work among those who work remotely during the COVID-19 pandemic period.

3. METHODOLOGY

3.1 Research Method, Sample and Procedure

The research design of the study is a quantitative study, and the data for the hypotheses prepared for the research question will be obtained by the survey method. The ethics committee report for the related study was prepared by the Istanbul Medipol University Social Sciences Scientific Research Ethics Committee-decision no: 47- decision date is 08.06.2021.

The Quota sampling method was used to determine the research sample. For the purpose of the research, the minimum requirement for remote working duration and work experience was defined in order to have a high power to represent remote workers, and the age range, in order to represent the majority of the employees, while factors including that of white-collar employees and the size of the firm are defined as other limiting factors. Also, it was taken into consideration the prevalence of COVID-19 and the province of Istanbul as the geographical region with the highest number of remote workers. In summary, the following criteria were present within the sample:

- Employees working remotely for at least one-month full time or at least two months-partially due to the COVID-19 pandemic.
- Total work experience of 1 year or more
- 24-65 years range
- Working as a white-collar employee in a company with over 50 employees
- Living and working within the borders of Istanbul province.

While determining the number of samples, the following criteria were taken into consideration:

Since the main population encompasses a large number of individuals (estimated above 1,000,000), the sample size is suggested as 384 at the 95% confidence interval (Krejcie & Morgan, 1970). However, it is stated that the sample between 30 and 500 is representative of many studies (Roscoe, 1975 cited in Sekaran: 2003). In addition, since multiple analyses will be applied, and it is necessary to represent the categories with 30 or more participants in each category, it was aimed at reaching 10 times more respondents than the number of questions (Sekaran: 2003). The questionnaire consists of 26 items in total (socio-demographic form: 11 items, job satisfaction: 3 items, hope: 6 items, resilience: 6 items). A minimum of 260 people should form the sample according to the number of questions criteria.

Based on all this information, in July 2021- December 2021, 280 employees who have the defined criteria were reached, and 269 valid surveys were obtained for the study sample. The questionnaire containing the Information and Consent form was sent to the HR department of companies from different sectors for the purpose of permission and information. And data were obtained through hardcopy form by those who filled the relevant criteria and volunteered to participate in the study.

Analysis of the study is done with the help of the IBM SPSS Statistics 25 program and descriptive statistics. MANOVA, Correlation, and Regression analyses are used in order to describe the sample and test the hypotheses.

3.2 Instruments

The questionnaire form consists of two parts. The first part, the socio-demographic information form, was prepared by the researcher. This section is aimed to obtain information on their remote working experiences, depending on both the demographics, COVID-19 experiences, and work-related issues, such as occupation, earning change, and remote-working time. In contrast, the second part focused on job-related emotional experiences and is designed to investigate their job satisfaction, resilience, and hope capacities through the scales described below.

Job Dissatisfaction: The job dissatisfaction scale, developed by Zhou and George (2001), was adapted from the Michigan Organizational Assessment Questionnaire (Seashore, Lawler, Mirvis, and Cammann: 1982). In the original of the scale, it consisted of 3 questions and the 1st and 3rd questions were reverse coded. But, in accordance with the purpose of the study, the scale was evaluated positively. In the original study, (Zhou and George: 2001) Cornbach's alpha value was calculated as 0.86. Permissions for use were obtained via email from the researchers who developed the scales.

The scale is adapted into Turkish using the translation-back-translation method. In the first stage, the translation was made by the researcher, and the translation was evaluated by two experts working in the sector and two academicians working in the field of organizational behaviour. After the back translation was made, it was compared with the original expressions and the final version of the expressions was created in line with the suggestions of the experts and academicians.

Resilience and Hope: The questions about resilience and hope capacities were represented in the study with the resilience and hope dimensions of the four-dimensional positive psychological capital scale developed by Luthans et al. (2007). The permission for usage of the dimensions were obtained through the form filled in Mind Garden and Mind Garden sent the Turkish version of the scale as an attachment and stated that the relevant translation-back-translation studies were carried out (but they could not give a guarantee about its adequacy for validity). For this reason, the translations were evaluated by the researcher with the help of the opinions of two academicians working in the sector in addition to two experts in the field who were consulted, after which minor corrections were made on the expressions.

4. ANALYSIS AND FINDINGS

Descriptive Analysis: All the participants in the sample were remote workers- due to COVID-19. Participants included those who worked from home for a minimum of 1 month and a maximum of 24 months (average 6.2 months). Participants are in the 24-59 age range (mean 33.82), gender (139 males, 130 females) and marital status (single, divorced/widowed 130, married 139), homogeneous participants, with a relatively high level of education (pre-graduate degree) consisted of employees of medium and large-scale companies performing various professions.

Table 1: Socio-Demographic Information of the Sample

Category	Variable	Category	Valid Percent (%)
Demographic Features	Age	<=30 ages	46.1
		31-40 ages	30.5
		41-50 ages	16.7
		51 + ages	6.7
	Gender	Female	48.3
		Male	51.7
	Marital status	Married-	51.7
		Single (or divorced, widow)	48.3
	Education level	High school degree and below	11.5
		Bachelor degree	64.7
		Master and PHD degree	23.8
COVID-19 Experiences	Chronic Illnes	Yes	79.2
		No	20.8
	Household member	Single	13.1
		With an adult	30.7
		At least one 60 above ages	11.6
		At least one has health risks	19.5
		At least a member is children	25.1
	COVID-19 status of being infected	Not infected	62.8
		Infected (just oneself)	18.0
		Household infected	19.2
	Total COVID-19 experience	No (not experienced)	9.3
		Yes (at least in one category)	90.7
Work-related status	Occupation	Engineering	14.1
		Teaching	24.5
		Social profession	21.2
		Financial profession	16.7
		R & D	11.2
		Others	12.3
	Remote working duration	1-3 monhts	37.3
		4-6 months	17.9
		7-9 months	33.6
		More than 9 months	11.2
	Earning change	Workload changed, income increased	6.0
		Workload same, income decreased	10.8
		Workload and income decreased	15.3
		No change	67.9

The participants in the study were asked about their occupational status in the form of open-ended questions, and then the occupations were grouped considering their specific characteristics. While engineers represented a profession, the professions of instructors, teachers, and academics were evaluated together in the teaching group. Occupations such as sociologists, psychologists, public relations, and human resources specialists are grouped in the name of social profession. In the financial profession group, occupations such as banker, accountant, and financial analyst are taken together. In the R & D category, there are software developers, programming specialists, and R&D specialists. Participants in professions, such as managers, lawyers, and journalists were included in the others group. In the table below, the characteristics of the sample are summarized in detail.

Factor Analysis: Exploratory factor analysis was performed with varimax rotation to test the validity and reliability of the scales used in the study on the sample. As a result of the analyses (KMO= 0.893, df= 105, p =0.00), Total explained variance is calculated at 59.835, accordingly the factor analysis model is significant. All variables used in the study are represented by all their items, with their original names. Factor loadings are shown in the table below.

Table 2: Factor Loadings of the Scales

Item	Hope (H)	Resilience (R)	Job Dissatisfaction (J)
H4	0.766		
H5	0.752		
H6	0.750		
H2	0.745		
H3	0.712		
H1	0.680		
R3		0.781	
R2		0.769	
R4		0.723	
R6		0.721	
R5		0.669	
R1		0.518	
J1			0.809
J3			0.786
J2			0.641

Normality Tests: Many methods have been proposed to test the normal distribution. Some of them are not suitable for the decision of normal distribution in social sciences such as Kolmogorov-Smirnov & Shapiro-Wilk tests, especially in large samples (Pallant: 2016); therefore, they are not included in the study. Since the scales are Likert type, Kurtosis and Skewness of the dimensions can be seen due to their nature. Skewness and Kurtosis values in the range of +-1.50 have been found to be a suitable range for normal distribution in various studies (Tabachnick and Fidell: 2013). However, there are different opinions about the limits of Skewness and Kurtosis values for normal distribution. While George & Mallery (2010) recommends it to be in the +-2 range, different limits are also expressed for the two values: +-0.8 for Skewness and +-3 for Kurtosis (Illovský, M.: 2014 cited by Web 4), Kurtosis value of 3 is normal, while values exceeding 5 indicates data are nonnormally distributed (Bentler: 2006 cited by Web 5). Ryu (2011) stated in his study on the effect of Skewness and Kurtosis normality that values above the mentioned limits do not disrupt normality.

When the extreme values seen in the Q-Q plot of the values in the data set are removed, it is seen that 256 data remain. The remaining data were reanalysed and the values in the table below were obtained (Table 3). As can be seen in the table below, the Kurtosis value of the dissatisfaction dimension is above 3, and the other Kurtosis and Skewness values are within the general acceptance limits. When the item-by-item Skewness and Kurtosis values in the data set are examined, it is seen that all items are in the +-2 range except for the 4th item of the resilience variable Kurtosis value (2.552). When examining the closeness of the mean-median-mode values, it is seen that there are close results for all three variables. In the light of these findings, the assumption of normal distribution of the sample was accepted.

Tablo 3: Normal Distribution Scores

Test	Resilience	Hope	Dissatisfaction
Mean	4.0384	4.0019	1.9182
Median	4.0000	4.0000	1.6667
Mode	4.00	4.00	1.67
Std. Deviation	.63157	.68918	.56073
Skewness	-.849	-.663	1.628
Std. Error of Skewness	.150	.150	.150
Kurtosis	1.378	.635	3.400
Std. Error of Kurtosis	.298	.299	.298
Minimum	1.50	1.33	1.00
Maximum	5.00	5.00	4.00

Correlation and Regression Analysis: When examining the reliability scores as expressed in brackets in Table 4, findings indicate that the reliability of the variables, resilience, and hope indicates scores above 0.70, and job dissatisfaction is 0.64 is low but still adequate (Taber: 2018). So, all the dimensions will be represented in hypothesis testing.

While correlations between the variables summarized in Table 4 point to a moderate and positive correlation between hope and resilience, both variables have a relatively weak but negative correlation with job dissatisfaction, and the findings are in the expected direction. Based on the mean values, respondents' hope and resilience level is high and job dissatisfaction level low. Accordingly, H1 and H2 hypotheses are supported.

Table 4: Correlation, Reliability, Mean and Standard Deviations

Variables	Mean / Std Dv.	1	2	3
Resilience	4.0384 / 0.63157	1 (0.836)		
Hope	4.0019 / 0.68918	0.590**	1 (0.865)	
Job dissatisfaction	1.9182 / 0.56073	-0.215**	-0.233**	1 (0.640)

Table 5: Regression Analysis / Dep. Job Dissatisfaction

Ind. Variable	Std. Beta	t	p	VIF
Resilience	-0.112	-1.508	0.133	1.535
Hope	-0.167	-2.253	0.025	1.535
R^2= 0.063 , DW= 1.340 ,F= 8.717, p=0.00				

Table 6: Regression Analysis / Dep. Resilience

Ind. Variable	Std. Beta	t	p	VIF
Job Dissatisfaction	-0.215	-3.572	0.000	1.00
R^2= 0.046 , DW= 1.713, F= 12.763, p=0.00				

Table 7: Regression Analysis / Dep. Hope

Ind. Variable	Std. Beta	t	p	VIF
Job Dissatisfaction	-0.233	-3.884	0.000	1.00
R^2= 0.054 , DW= 1.504, F= 15.087, p=0.00				

Detailed information is obtained with regression analysis on the direction of the relationship. Findings are summarized in the tables above (Tables 5, 6, and 7). Generally, studies in the literature support the direction from resilience and hope to job satisfaction or moderator / mediator effect of resilience and hope dimensions (Lee & Cha: 2015, Meneghel et al.: 2016, Mishra et al.: 2016). Fist analysis is conducted in this scope, and significant and negative findings supported for the hope scale, but findings related to resilience are not statistically significant. However, when we test the inverse relationship, it is seen that job dissatisfaction has a stronger and more negative effect on resilience, and the same exists for hope. When we examine the coefficients, it is seen that it is more affected by job dissatisfaction. The findings will be evaluated in the conclusion and discussion section.

MANOVA Analyses: In order to test the hypotheses in the study, Two-Way MANOVA analysis was preferred because both dependent and independent variables were more than one. In the related analyses, Box's test p-value was found to be significant in all three models, and Levene's test scores also have partially significant p scores. However, since Box's test is negatively affected by the sample size, it can be misleading in this type of study (Warner: 2012). As well, the acceptance of

Levene's test as an indicator for MANOVA is controversial (e.g., Huberty and Morris: 1989). The choices made in terms of test statistics are important to overcome assumption violation, and although Pillai is known as the most used test in conjecture violation, Roy's Maximum Root is suggested as a much better option when the degrees of freedom of the hypotheses are greater than one (Seber: 1984).

Demographic characteristics depending on resilience, hope, and job dissatisfaction was investigated (for H1 H2, and H3 hypotheses) and analysis findings are summarized in Table 8 and Table 9. Accordingly, Box's M= 243.255, F= 1.670, p=0.00 <0.05 were calculated, Levene's Test p values are for hope p=0.322 but resilience p=0.008 and job dissatisfaction p= 0.000 and <0.05. Roy's Largest Root scores indicate that marital status & education together is significant for the dependent variables and the effects of other variables are statistically insignificant. When we examined the findings of the Test between subjects to see which dependent variable marital status & education differed according to which dependent variable, no significant value was found. Therefore, the H1, H2, and H3 hypotheses are not supported. Accordingly, resilience, hope, and job dissatisfaction do not change according to demographic differences.

Table 8: Multivariate tests for Demographic Characteristics

Variable	F	df	p	Partial Eta Squared
Age	1.239	3	0.296	0.016
Gender	0.264	3	0.851	0.025
Marital Status	1.987	3	0.117	0.016
Education	0.869	3	0.458	0.011
Age & Gender	1.279	3	0.282	0.016
Age & Marital Status	0.800	3	0.445	0.010
Age & Education	1.603	4	0.174	0.027
Gender & Marital Status	0.932	3	0.426	0.012
Gender & Education	1.577	3	0.196	0.020
Marital Status & Education	2.985	3	**0.032**	0.037
Age & Gender & Marital Status	1.808	3	0.146	0.023
Age & Gender & Education	0.613	4	0.654	0.010
Age & Marital Status & Education	2.876	3	0.042	0.035
Gender & Marital Status & Education	2.479	3	0.062	0.031
Age & Gender & Marital Status & Education	0.540	3	0.655	0.007

Table 9: Test of between subjects of for Demographic Characteristics

Independent Variable	Dependent Variables	Type III Sum of Squares	df	Mean Square	F	Partial Eta	p
Marital Status & Education	Resilience	2.280	2	1.140	2.975	0.025	0.053
	Hope	2.568	2	1.284	2.584	0.022	0.078
	Job Dissatisfaction	0.448	2	0.224	0.725	0.006	0.486

H4, H5, and H6 hypotheses are tested with the MANOVA analysis conducted to test the participants' experiences with the COVID-19 process. Box's M= 178.389, F= 1.551, p=0.01, Levene's Test p values are for hope p= 0.355 and job dissatisfaction p= 0.471, but resilience p=0.025 <0.05. Assumptions are not met, and Roy's Largest Root scores are reported in the following (Table 10). The three components (chronic illness & household member & COVID-19 experience) indicate significant p-value and tests between subjects are investigated for these variables the scores in the Table 11 are not significant. The related hypotheses (H4, H5, and H6) are not supported accordingly. Respondents' hope, resilience and job dissatisfactions do not change according to their COVID experience.

Table10: Multivariate tests for COVID-19 Experiences

Variable	F	df	p	Partial Eta Squared
Chronic illness	0.403	3	0.751	0.005
Household member	1.543	4	0.191	0.026
COVID-19 experience	2.010	3	0.113	0.026
Chronic illness & Household member	1.064	4	0.375	0.018
Chronic illness & COVID-19 experience	0.568	3	0.637	0.007
Household member & COVID-19 experience	1.038	8	0.408	0.035
Chronic illness & Household member & COVID-19 experience	2.235	7	**0.032**	0.064

Table 11: Test of between subjects for COVID-19 Experiences

Independent Variable	Dependent Variables	Type III Sum of Squares	df	Mean Square	F	Partial Eta	p
Chronic illness & Household member & COVID-19 experience	Resilience	0.873	7	0.125	0.296	0.009	0.955
	Hope	4.479	7	0.640	1.341	0.039	0.232
	Job Dissatisfaction	1.621	7	0.232	0.709	0.021	0.665

Work-Related variables are investigated for dependent variables in H7, H8, and H9 hypotheses. Box's M= 253.484, F= 1.536, p=0.00 and Levene's Test p values are for resilience p=0.081 but hope p= 0.006 and job dissatisfaction p= 0.00, so < 0.05 the assumptions are not met again, and Roy's Largest Root scores taken into consideration in the following Tables, findings are summarized. Occupation & Remote-working time together seems to have a significant difference in the dependent variables (Table 12), but when Table 13 was examined, it is seen that the findings are not statistically significant after Bonferroni correction (alpha / n). Therefore, our respective hypotheses H7, H8, and H9 are not supported. Accordingly, occupation, remote working duration or earning change is not a significant indicator for hope, resilience, and job dissatisfaction.

Table 12: Multivariate tests for Changes at Work

Variable	F	df	p	Partial Eta Squared
Occupation	2.194	5	0.056	0.052
Remote-working time	1.617	3	0.187	0.024
Earning change	1.856	3	0.138	0.027
Occupation & Remote-working duration	2.112	15	**0.011**	0.137
Occupation & Earning change	1.382	13	0.171	0.082
Remote-working time & Earning change	1.790	9	0.072	0.075
Occupation & Remote-working time & Earning change	1.650	13	0.074	0.097

Table 13: Test of between subjects for Changes at Work

Independent Variable	Dependent Variables	Type III Sum of Squares	df	Mean Square	F	Partial Eta	p
Occupation & Remote-working duration	Resilience	11.922	15	0.795	2.008	0.131	0.016
	Hope	10.659	15	0.711	1.605	0.107	0.075
	Job Dissatisfaction	6.015	15	0.401	1.450	0.098	0.127

The findings obtained with the MANOVA analysis for the differences between all dependent and independent variables show that demographic characteristics, experience of the COVID-19 process, and differences in work are not determinative in the hope, resilience, and job dissatisfaction levels of the employees.

5. CONCLUSION, DISCUSSION AND RECOMMENDATIONS

After COVID-19 affected the world, the changes that occurred in both work and private lives extended for a considerable duration, resulting in a pandemic period that was experienced differently. Although it has been stated in previous studies that remote working can bring advantages (or disadvantages) for the employee and the organization depending on the conditions (Shockley & Allen: 2007; Beňo: 2021), the findings of this study indicate that the hope and resilience levels of remote workers are quite high and job dissatisfaction levels are significantly lower. Positive findings can be interpreted as remote working positively affected employees in the pandemic period. But it can also be caused by defined outputs, and the results may be different when evaluated with a criterion, such as performance. In addition, according to the study findings, significant connections were found between both hope, resilience, and job dissatisfaction with mutually interacting variables. When investigating the literature, the findings about the direction of the relationship between the variables are not fixed (Mishra et al.: 2016; Ong et al.: 2006; Roman-Oertwig.: 2004; Matos et al.: 2010; Duggleby et al.: 2009; Lee & Cha: 2015). In this study, it was seen that hope and resilience could be defined more as an antecedent variable. Therefore, having high levels of resilience and hope may have positively affected their attitudes towards work, and job dissatisfaction may not have occurred or had a positive result (voice response). By definition, voice (details in Zhou & George: 2001) confronts us as an important indicator of resilience to "direct difficulties towards positive", thus supporting the behaviour of "searching for new ways", which is one of the important indicators of high hope level.

In addition, the variables defined as determinants of remote work in previous studies were mostly related to job design and work type (Shockley & Allen: 2007; Beňo: 2021). This study has focused on remote working in terms of socio-demographic characteristics, including the environmental effects of the pandemic period. According to findings, hope, resilience, and job dissatisfaction levels of remote workers were not affected because of their demographic, work-related, and COVID-19 experience.

Additionally, age, gender, education, and marital status are not seen as determining personal characteristics related to resilience, hope, and dissatisfaction levels. In parallel, it was stated in the meta-analytic studies of Lee et al. (2013) that resilience is a variable that is least affected by demographic characteristics compared to other antecedents. On the other hand, in examining whether hope changed according to demographic characteristics in studies, significant findings were obtained, especially for age (e.g., Moraitou et al.: 2006). Still, in related studies, extensive age ranges and different groups of working/non-working were examined, and the sample is limited in this sense. In comprehensive research on job satisfaction (21 separate studies over 10,000 employees), it was concluded that demographic characteristics other than age were not determinative (Brush, et al.: 1987).

In addition, according to the findings, no significant change was observed in the hope, resilience, and job dissatisfaction of the employees depending on the COVID-19 experience. The rationale for this may be related to the emotional impact of the COVID-19 process, apart from personal experiences, the atmosphere was stressful for all of them. In the literature, studies containing similar evaluations have mentioned the negative effect of the COVID-19 process on hope and resilience or the positive effect of having a high level of hope and resilience on coping with the process (Pathak and Joshi: 2021; Gaddy et al.: 2020). The fact that remote work is the most reliable

way of working during the COVID-19 process, is maybe another reason for the indifference of the findings.

Also, no difference was observed in terms of different occupational groups in the changes related to remote working, which might be related to the lack of separation of occupational groups from each other (due to sample) or the fact that suitable occupational groups were switched to remote working designs in the workplaces. Earning change was predicted as an effective variable, especially in terms of dissatisfaction, but significant results could not be obtained. The fact that a large part of the sample did not undergo a change in earnings may have been misleading in terms of analysis. Similarly, the duration of remote working did not indicate a significant difference, and although very different groups were represented in the sample, it was concluded that it did not adversely affect the remote workers. Accordingly, It was found that individual variables were not effective as antecedents of remote working, and these findings questioned if the organizational variables that are not included in the scope of the study may be determinative in this respect. Future studies focusing on remote working that include organizational-level variables (such as HR practices, organizational culture, and leadership style) and also different individual and organizational work outputs (organizational performance, creativity, engagement…etc.) could be beneficial to the literature. Revealing the success conditions and working models to obtain long-term sustainable advantages of this remote working, now very common today, is essential.

The findings of the study show that remote work is a way of working that has been accepted by businesses and employees during this pandemic period, and high hope and resilience levels can be maintained so that socio-demographic characteristics do not cause a difference. More importantly, it does not result in job dissatisfaction. Accordingly, the importance of hope and resilience capacities, which also offer the advantage of intervention in terms of being developable capacities different from personal characteristics, such as personality and intelligence (see Luthans et al.: 2007 for review), have been demonstrated once again for managing extraordinary situations. It provides proof for companies, especially for human resource managers, to include this factor in motivating and training & development activities.

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