

IMPACTS OF TELEWORK ON JOB SATISFACTION AND EMOTIONAL SALARY. CASE OF A TELECOMMUNICATIONS COMPANY IN URUGUAY
IMPACTOS DEL TELETRABAJO EN LA SATISFACCIÓN LABORAL Y EL SALARIO EMOCIONAL. CASO EMPRESA DE TELECOMUNICACIONES DE URUGUAY

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ABSTRACT

Keywords:

Teleworking, ICT, Work-life, private-life, job satisfaction, salary.

The work carried out analyzes whether the implementation of a telework system provides benefits to the workers of the public telecommunications company of Uruguay, Antel. The research arises after the company completely abandoned the telework application carried out during the global pandemic of Covid-19, leaving many workers dissatisfied and demanding the continuity, at least partially, of that form of work organization. In the study, telework was selected as the independent variable, while the dependent variables chosen were job satisfaction and emotional salary. A quantitative methodology was used with the application of a questionnaire validated in previous research, with suitable characteristics for carrying out the fieldwork. The results obtained confirmed the research hypotheses, corroborating with sufficient statistical evidence that the implementation of an adequate telework system increases job satisfaction and emotional salary of the company's workers. In turn, it is observed that the implementation of this work modality is associated with operational efficiency, digitalization of the company's processes, and the development of ICT. It is concluded that the implementation of a partial, voluntary, reversible, and agreed telework system between the parties would allow obtaining the benefits that arise from the application of this work modality, reducing the barriers and weaknesses identified with remote work.

RESUMEN

Palabras clave:

teletrabajo, TIC, vida laboral, vida privada, satisfacción laboral, salario.

En el trabajo realizado se analiza si la implementación de un sistema de teletrabajo proporciona beneficios a los trabajadores de la empresa pública de telecomunicaciones del Uruguay, Antel. La investigación surge luego de que la empresa abandonara por completo la aplicación del teletrabajo realizada durante la pandemia mundial por Covid-19, dejando a muchos trabajadores

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disconformes y reclamando por la no continuidad, al menos en forma parcial, de esa forma de organización laboral. En el estudio se seleccionó el teletrabajo como variable independiente, mientras que las variables dependientes elegidas fueron la satisfacción laboral y el salario emocional. Se utilizó una metodología cuantitativa con la aplicación de un cuestionario validado en investigaciones previas, con características adecuadas para la realización del trabajo de campo. Los resultados obtenidos permitieron confirmar las hipótesis de investigación, corroborando con evidencia estadística suficiente, que la aplicación de un adecuado sistema de teletrabajo aumenta la satisfacción laboral y el salario emocional de los trabajadores de la empresa. A su vez, se observa que la implementación de esta modalidad laboral está asociada a la eficiencia operativa, a la digitalización de los procesos de la empresa, y al desarrollo de TIC. Se concluye que la implementación de un sistema de teletrabajo parcial, voluntario, reversible y acordado entre las partes, permitiría obtener los beneficios que surgen de la aplicación de esta modalidad laboral, reduciendo las barreras y debilidades identificadas con el trabajo remoto.

Introduction

During the global pandemic of Covid-19, in most countries of the world, remote work was adopted as a preventive measure to preserve the health of citizens. Particularly in Uruguay, a state of health emergency was declared which implied, among other things, the use of telework as a work organization mechanism implemented to contain the spread of the virus in the population (Olivera Anchete, 2021). Espino et al. (2021) explain that one of the many measures adopted at the government level was to encourage teleworking in all those activities in which it was not essential to maintain presence, both in the public and private sectors.

One of the companies that adjusted to this regime was Antel, Uruguay's public telecommunications company, which has more than 5,500 workers, the vast majority of whom teleworked during the pandemic. During this period of confinement, with the vast majority of employees teleworking, Antel maintained its sales levels, in addition to improving its operational efficiency by reducing some costs. In this sense, remote work can be related to the generation of savings in operations, fuel, electrical energy, and physical space (Carrasco-Mullins, 2021). On the other hand, telecommuting also allowed workers to benefit, obtaining greater flexibility and better reconciliation between family and work responsibilities (Villasmil et al., 2021), in addition to meaning savings in time, in transportation, and making it possible to adapt the work schedule to personal needs (Marinakakis, 2021).

Already in the post pandemic period, the organization completely abandoned the practice of teleworking, leaving aside the benefits and advantages that this labor modality had generated in the company and its workers. However, telework, which gained much relevance during the recent period of confinement, is still valid as a useful tool to be adopted in post-pandemic labor relations (Coto Aubone & Rosenbaum Carli, 2021).

In this context, the research question arose as to whether the implementation of an adequate teleworking system would generate benefits for the company's employees, improving their job satisfaction and increasing their emotional salary. This question had the objective of motivating a research work that could be useful for the adoption of a teleworking system in the company Antel, which produces benefits for both employees and the company.

The International Labor Organization (2020) notes that while the number of people teleworking has been gradually increasing over the years, the Covid-19 pandemic has accelerated this process. Benavides and Silva-Peñaherrera (2022) argue that telework is a product of the digitalization and flexibilization of companies, highlighting that in pandemic many companies have advanced in terms of equipment, connectivity, platforms, digital skills, and also in terms of teamwork, distribution of tasks and working times.

Regarding jobs, Saget et al. (2020) indicate that on average in Latin America and the Caribbean, 25.9% of jobs can be performed remotely, with Uruguay in particular showing a figure of 30.3% of jobs that can be performed from home. Despite this, only 6% of people who connected to the Internet in Uruguay during 2019 performed telework (Arzuaga-Williams et al., 2021). In this regard, Saget et al. (2020) assert that the telework tool should continue to be used after the pandemic, making the necessary adjustments to adapt it to the needs and aspirations of employees and employers.

Regarding the concept of telework, the Royal Spanish Academy defines it as "Work that is performed from a location outside the company using telecommunication networks to fulfill assigned workloads." (RAE, 2022). This definition highlights that in

order to configure teleworking, the work must be performed through telecommunications networks and from physical locations other than the company's premises.

When resorting to the legislations of the different countries of Latin America, common characteristics are found in the different definitions of the term telework, highlighting among others that it is a modality of service provision or organization of work, which occurs under a relationship of dependence, which is valid both in the public and private sector, where the teleworker does not have a specific place assigned to perform his task and does it in a place different from the employer's offices, and necessarily using information and communication technologies (Ramírez Velásquez et al., 2021).

Particularly, in the Uruguayan legislation, the law 19.978 of "Promotion and Regulation of Telework" defines telework as a voluntary and reversible agreement, and assures the teleworker equal rights and conditions with the rest of the workers (Arzuaga-Williams et al., 2021).

Carrasco-Mullins (2021) outlines a series of advantages that teleworking provides to employees, among which he mentions: virtual promotion, work-life balance, flexible schedules, reduced commuting costs, reduced work clothing costs, increased productivity, time savings, autonomy, job satisfaction, and improved nutrition. In turn, the benefits for the organization include: increased worker productivity, reduced facility costs, improved recruitment, retention of trained personnel, decentralized processes, improved organizational culture, commitment to the organization, and reduced levels of turnover and absenteeism.

It should be noted that the implementation of a teleworking system in the company is not exempt from important limitations and challenges that must be overcome, by way of example we can mention: access to adequate equipment and good internet connection (Cedeño Párraga & Intriago Mora, 2022), security measures and protection against possible computer attacks or disasters (Aguirre Parra, 2020), communication and collaboration to avoid isolation, extension of working hours, supervision and productivity (International Labor Organization, 2020; Pagès Dasunción, 2020), conflicts between work and family life, and health problems (Aguilar Huezo et al., 2021).

Despite these challenges, there are several researches that link telework with improvements in job satisfaction (Carrasco-Mullins, R, 2021; Arzuaga-Williams et al., 2021) and increases in emotional wage (Martín García, 2017; Castillo et al., (2017); Pérez Alzate, 2021, Espinoza and Toscano Moctezuma, 2020).

Method

We worked with a quantitative methodology, with the consequent generalization and objectification of the results through field work applied to a sample, in order to make inferences to a population from which the sample comes (Pita Fernández and Pértegas Díaz, 2002). Quantitative methodology is presented as an excellent tool that provides statistically reliable and relatively easy to understand information (de Pelekais, 2000).

The research is non-experimental, cross-sectional and explanatory in scope. It is non-experimental since the phenomenon was observed as such in order to record it, analyze it, and without deliberately manipulating the independent variables. It is cross-sectional as the data were collected at a single point in time, during the month of November 2022, with no follow-up over time. And it is explanatory because it quantifies the impact that teleworking has on job satisfaction and the emotional wage of the

population sample subject to the study, explaining the effects through the use of descriptive statistical tools.

The population consisted of Antel employees who work in the company's offices and do not have face-to-face contact with customers. The size of this population is 2,435 employees. For legal requirements of public companies, these are employees over 18 years of age, with natural or legal Uruguayan citizenship, and do not have any other relationship with the state (except teaching). The sample, calculated with a confidence level of 95% and a maximum permissible error of 5%, was finite and non-probabilistic and consisted of 332 volunteers.

The independent variable in the research is Telework. This is a concept widely known in the company and among the workers, since during the Covid-19 pandemic period, a teleworking regime was adopted in order to avoid contagion and promote preventive measures for health care, so there is a close experience in the application of the concept.

As for the dependent variables, 2 were defined: Job Satisfaction and Emotional Salary. The study investigated whether the application of the independent variable (telework) has increasing effects on these dependent variables.

The Operational Variables used to measure job satisfaction are 6: satisfaction with the job in general, satisfaction with the physical work environment, satisfaction with the way the job is performed, satisfaction with development opportunities, satisfaction with the subordinate-supervisor relationship, satisfaction with compensation. In order to measure emotional salaries, four operational variables were applied: work environment, work flexibility, work development, and work-life balance.

The instrument used to measure the variables is a questionnaire, defined with a Likert scale from 1 to 5, where 1 is totally disagree and 5 is totally agree. The technique used for data collection was the survey.

To measure the effects of telework on job satisfaction, we used the questionnaire developed and validated by Chiang, M et al. (2007), which was developed based on the S21/26 (1990) and S4/82 (1986) questionnaires of the authors Meliá and Peiró, and presented a high fidelity coefficient, with a Cronbach's alpha of 0.947, which supports its consistency. The validated questionnaire developed by Salvador-Moreno, J.E., et al. was used to measure the emotional salary variable. (2021), which in its internal consistency registered a Cronbach's alpha higher than 0.96.

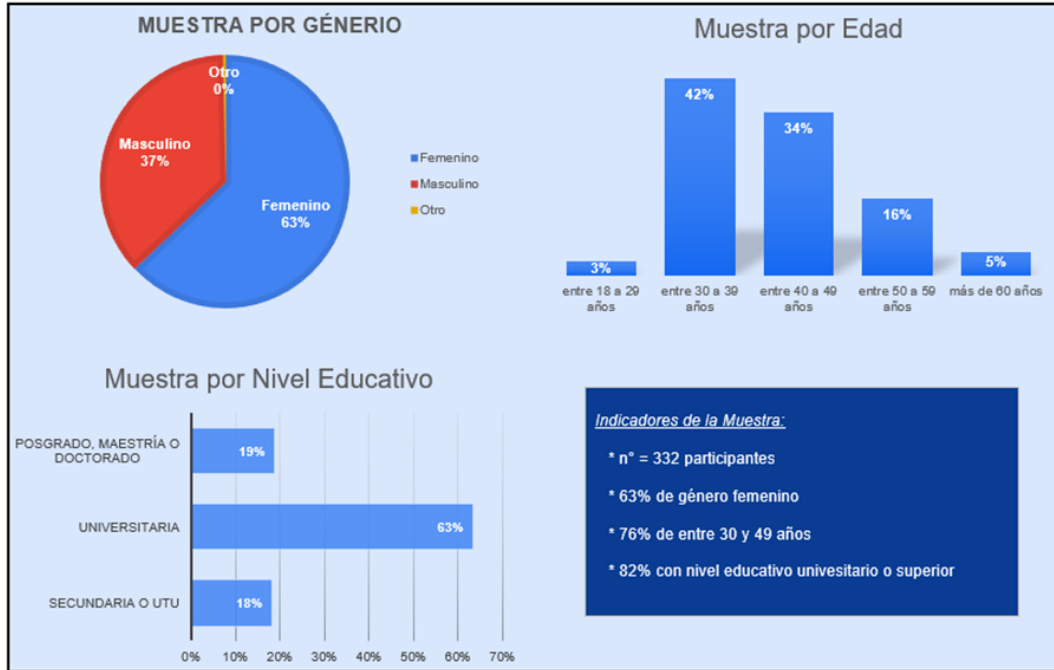
Statistical analysis was performed using two different software packages, IBM SPSS Statistics 26 and Statgraphics 19. The first was used to test the normality of the variables and to obtain the descriptive statistics of mean, median, mode and standard deviation. While the second software (Statgraphics 19) was used to perform the t-test to test the following hypotheses: H1: An adequate telework system increases workers' job satisfaction, and H1': An adequate teleworking system increases the emotional wage of workers.

Results

The results at the demographic level of the sample indicate that 63% of the participants were female, 37% were male, while one participant reported having another gender. At the age level, the majority ranges were between 30 and 39 years of age, with 42% participation, and between 40 and 49 years of age, with 34%. In other words, 76% of the sample was between 30 and 49 years of age. In terms of educational level, 63% reported having university studies, while those with postgraduate, master's or doctoral

degrees (19%), and those with high school or UTU (Universidad del Trabajo del Uruguay, 18%), are in a smaller proportion and in similar relative numbers. These results are summarized in Figure 1.

Figure 1
Demographic results of the sample



Considering the Likert scale of 1 to 5 used in the questionnaire, where 1 is totally disagree, 3 does not modify, and 5 totally agree, when studying the results by sex, as shown in Figure 2, it can be seen that teleworking has a positive impact on both women and men, with the same median and mode values, and a higher mean in women. Figure 3 shows the impacts according to educational level, where higher indicators are observed in those with university studies.

Figure 2
Results by Gender

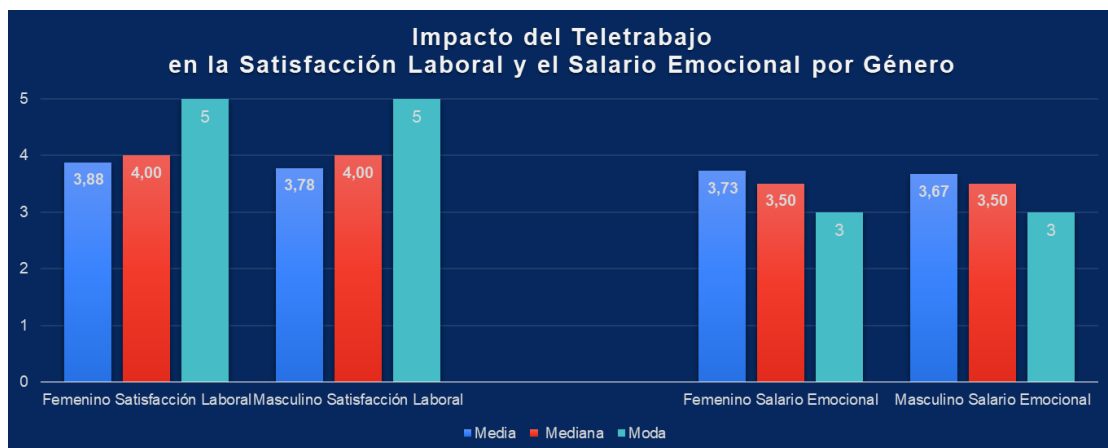
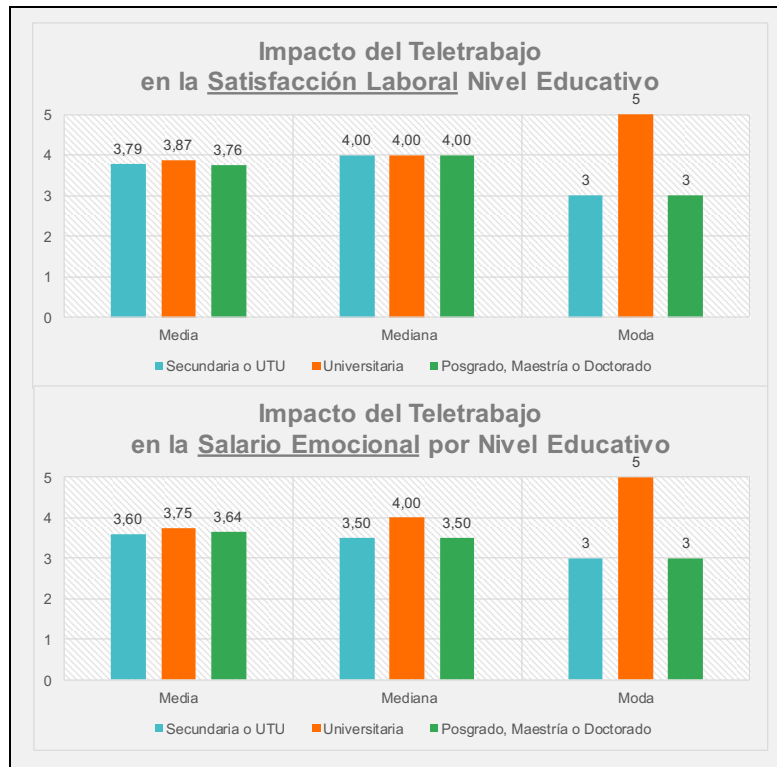


Figure 3
Results by Educational Level



These results are consistent with the statements of Benavides and Silva-Peñaherrera (2022), which indicate a more marked preference for teleworking among women, and with a more pronounced sectoral nature among professionals, scientists and technicians.

Milasi et al. (2021), point out that large-scale teleworking occurs preferably in highly qualified professionals and in ICT-intensive sectors, as is the case of the employees and the company that are the subject of the research.

In reference to the Student's t-test for hypothesis testing, the results are shown in Figure 4, where it is concluded that there is sufficient statistical evidence to accept the research hypotheses.

Figure 4
Student's t-test results

Hipótesis para la variable Satisfacción Laboral	Hipótesis para la variable Salario Emocional
<ul style="list-style-type: none"> H0: $\mu \leq 3$ El teletrabajo disminuye o no modifica la satisfacción laboral H1: $\mu > 3$ El teletrabajo aumenta la satisfacción laboral 	<ul style="list-style-type: none"> H0: $\mu \leq 3$ El teletrabajo perjudica o no modifica el Salario Emocional H1: $\mu > 3$ El teletrabajo mejora el Salario Emocional
Prueba T: Hypothesis Tests Sample mean = 3,83426 Sample standard deviation = 0,657185 Sample size = 332 95,0% lower confidence bound for mean: 3,83426 - 0,0594928 [3,77477] Null Hypothesis: mean = 0,5 Alternative: greater than Computed t statistic = 92,4443 P-Value = 0,0 Reject the null hypothesis for alpha = 0,05.	Prueba T: Hypothesis Tests Sample mean = 3,70407 Sample standard deviation = 0,547281 Sample size = 332 95,0% lower confidence bound for mean: 3,70407 - 0,0495435 [3,65453] Null Hypothesis: mean = 0,5 Alternative: greater than Computed t statistic = 106,675 P-Value = 0,0 Reject the null hypothesis for alpha = 0,05.
Conclusión: Dado que el p valor de la prueba es inferior a 0,05, existe evidencia estadística suficiente para rechazar la hipótesis nula (H0) y aceptar la hipótesis alternativa (H1) con un nivel de confianza de al 95%, aceptando de esta forma la hipótesis de investigación de que el teletrabajo aumenta la satisfacción laboral.	Conclusión: Dado que el p valor de la prueba es inferior a 0,05, existe evidencia estadística suficiente para rechazar la hipótesis nula (H0) y aceptar la hipótesis alternativa (H1) con un nivel de confianza de 95%, por lo que se confirma la segunda hipótesis de investigación de que el teletrabajo mejora el Salario Emocional.

Regarding the results of the impact of teleworking on job satisfaction, the open percentage results by dimension are expressed in Table 1.

Table 1
Results of the impact of Teleworking on Job Satisfaction by dimension

Scale	1	2	3	4	5	Media	Median	Fashion
Dimensions / Scale	Negative Perception		Indifferent		Positive Perception			
SL1 - Teleworking increases overall job satisfaction	6%		32%		61%	3,89	4,00	5
SL2 - Teleworking increases satisfaction with the physical work environment	10%		29%		60%	3,90	4,00	5
SL3 - Teleworking increases satisfaction with the way you do your job	4%		31%		65%	4,00	4,00	5
SL4 - Teleworking increases satisfaction with development opportunities	10%		42%		49%	3,62	3,50	3
SL5 - Telework increases satisfaction with subordinate-supervisor relationship	7%		42%		51%	3,64	3,67	3
SL6 - Teleworking increases satisfaction with remuneration	10%		25%		65%	3,96	4,00	5
Teleworking increases job satisfaction	8%		33%		59%	3,83	4,00	5

Table 1 shows that, overall, the median response was 4, which means that 50% of the workers chose a value of 4 or higher on the scale, showing a positive perception of the impact of telework on job satisfaction. In turn, the total mode was 5, emphasizing the positive prevalence of the impact. In percentage terms, 59% of respondents stated that teleworking increases job satisfaction. In contrast, only 8% say they have a negative perception of this hypothesis.

When analyzed by dimension, four of the six dimensions show a median of 4 and a mode of 5. These are, *SL1 - Teleworking increases satisfaction with the job in general*, *SL2 - Teleworking increases satisfaction with the physical work environment*, *SL3 - Teleworking increases satisfaction with the way you do your job* and *SL6 - Teleworking increases*

satisfaction with pay. In turn, these four dimensions register percentages of positive perception above 60%, indicating that most employees see teleworking as enhancing a wide variety of aspects that benefit their job satisfaction. In contrast, the factors *SL4 - Teleworking increases satisfaction with development opportunities* and *SL5 - Teleworking increases satisfaction with the subordinate-supervisor relationship*, are those that exhibit lower median and mode numbers, although in percentage terms it is observed that the positive perception is greater than the negative in both dimensions.

With regard to the aspects most highlighted by the workers, one of the most highly rated was autonomy, present in the questionnaire in the *1SL* dimension: *Overall job satisfaction*, in item: *Telecommuting enhances the autonomy you have to plan your own work*. Eighty-three percent of the workers supported this statement as can be seen in Figure 5.

Figure 5
Main aspects with Positive and Negative Perceptions of telework impacts on Job Satisfaction

Principales Aspectos con Percepción Positiva				
Dimensión	Preguntas destacadas	Percepción Negativa	Indiferente	Percepción Positiva
SL1 - El teletrabajo aumenta la satisfacción por el trabajo en general	El teletrabajo mejora la autonomía que usted tiene para planificar su propio trabajo	2%	15%	83%
	En teletrabajo tengo mejor iluminación, ventilación y temperatura	8%	19%	73%
SL2 - El teletrabajo aumenta la satisfacción con el ambiente físico del trabajo	En teletrabajo tengo mejores condiciones de limpieza e higiene	4%	34%	62%
	El teletrabajo mejora su productividad	3%	15%	82%
SL3 - El teletrabajo aumenta la satisfacción con la forma en que realiza su trabajo	El teletrabajo mejora la calidad del trabajo	4%	20%	75%
	El teletrabajo aumenta su grado de satisfacción general con la institución	2%	12%	86%
SL4 - El teletrabajo aumenta la satisfacción con las oportunidades de desarrollo	El teletrabajo aumenta las oportunidades de continuar su perfeccionamiento	5%	30%	64%
	El teletrabajo mejora sus condiciones laborales	6%	14%	80%
SL6 - El teletrabajo aumenta la satisfacción con la remuneración	El teletrabajo mejora el salario que recibe	12%	19%	69%
	Principales Aspectos con Percepción Negativa			
Dimensión	Pregunta	Percepción Negativa	Indiferente	Percepción Positiva
SL2 - El teletrabajo aumenta la satisfacción con el ambiente físico del trabajo	En teletrabajo tengo mejor disponibilidad de recursos tecnológicos	19%	35%	47%
SL4 - El teletrabajo aumenta la satisfacción con las oportunidades de desarrollo	El teletrabajo aumenta las oportunidades de hacer carrera funcionaria en la institución	20%	57%	23%

Figure 5 also shows the prevalence of telework benefits in working conditions such as physical environment, in dimension *2SL: Satisfaction with the physical work environment*, where 73% of respondents had a positive perception of the statement: *In teleworking I have better lighting, ventilation and temperature*, while 62% did the same with the item: *In teleworking I have better conditions of cleanliness and hygiene*.

Another element highlighted by the study participants was the increase in productivity associated with teleworking. In the *3SL* dimension: *Satisfaction with the way you perform your job*, in item: *Teleworking improves their productivity*, 83% of affirmative answers were observed, while the item *Teleworking improves the quality of work*, registered 75% of approval.

The highest scored item within the job satisfaction questionnaire was: *Teleworking increases their overall satisfaction with the institution*, with an 86% approval rating. This

suggests that the vast majority of employees would increase their job satisfaction with the company if they had the option to telecommute.

Skills development, training and personal growth are aspects frequently related to teleworking. In the results of the research, this is manifested in the item *Teleworking increases the opportunities for further training*, which had 65% of positive perception compared to 5% of negative responses.

Within the *SL6* dimension: *Satisfaction with remuneration*, with 80% approval, stands out: *Teleworking improves their working conditions* and with 69% the factor *Teleworking improves the salary they receive*. It is assumed, according to the workers' view, that teleworking also has a positive impact on personal retribution.

As aspects in which the negative perception of the employees stands out, the availability of technological resources and the opportunities to make a career in the institution stand out, where 19% and 20% respectively, recorded negative perceptions about the impacts of teleworking on these aspects, as shown in Figure 5.

Regarding the link between telework and emotional salary, where 4 factors were defined to dimension the dependent variable, the percentage values and the statistical indicators obtained in this respect are shown in Table 2.

Table 2

Results of the impact of Teleworking on the Emotional Wage by dimension

Scale Dimensions / Scale	1 Negative Perception	2 Indifferent	3 Indifferent	4 Positive Perception	5	Media	Median	Fashion
<i>SE1 - Teleworking enhances professional development</i>	10%		48%	42%		3,48	3,50	3
<i>SE2 - Teleworking improves the work environment</i>	17%		33%	50%		3,57	3,7	3
<i>SE3 - Teleworking improves labor flexibility</i>	16%		30%	54%		3,59	3,7	3
<i>SE4 - Teleworking improves work-life balance</i>	7%		19%	74%		4,17	4,3	5
<i>Teleworking improves emotional pay</i>	12%		33%	55%		3,70	3,50	3

Table 2 shows that in total terms, the median of the responses was 3.5, i.e. 50% of the workers show a positive perception of the impacts of teleworking on the emotional wage. The mode, meanwhile, was at the mean value of 3, showing a central prevalence of indifference in many responses, while the average worker understands that teleworking produces positive effects on emotional pay, with a mean value of 3.70.

In reference to the percentages, 55% presented a positive perception towards the hypothesis that teleworking improves the emotional wage, 33% expressed indifference, while 12% had a negative perception of the hypothesis.

The dimension with the highest approval was *SE4 - Teleworking improves work-life balance*, with 74% of responses with positive perception, median of 4.3 and mode of 5. On the opposite side, the factor *SE1 - Telework improves professional development* was the one that registered the lowest percentage of approval and the highest percentage of indifference, in addition to the lowest mean and median records, as shown in Table 2.

With respect to the aspects that stood out the most in terms of Emotional Salary, shown in Figure 6, the *2SE* dimension is observed: *Teleworking improves the work environment*, with the question: *Teleworking improves nutrition during the working day*, where 83% of the workers showed a positive perception of the statement.

Figure 6**Main aspects with Positive and Negative Perception of impacts of telework on Emotional Salary**

Principales Aspectos con Percepción Positiva				
Dimensión	Preguntas destacadas	Percepción Negativa	Indiferente	Percepción Positiva
SE1 - El teletrabajo mejora el desarrollo profesional	El teletrabajo aumenta las capacitaciones que luego aplicas en tu trabajo o en tu vida personal	6%	34%	61%
SE2 - El teletrabajo mejora el ambiente laboral	El teletrabajo mejora la alimentación durante tu jornada laboral	4%	13%	83%
SE3 - El teletrabajo mejora la flexibilidad laboral	El teletrabajo aumenta la flexibilidad de horarios si tuvieras una emergencia o quisieras estudiar	3%	13%	84%
SE4 - El teletrabajo mejora el equilibrio entre vida personal y laboral	El teletrabajo permite compartir mas tiempo en familia	5%	14%	81%
	El teletrabajo permite aumentar tus actividades deportivas o de recreación	7%	18%	75%
	El teletrabajo mejora el equilibrio entre el trabajo y la vida privada	5%	14%	81%
	El teletrabajo (no) aumenta los conflictos familiares	11%	31%	58%
Principales Aspectos con Percepción Negativa				
Dimensión	Preguntas destacadas	Percepción Negativa	Indiferente	Percepción Positiva
SE1 - El teletrabajo mejora el desarrollo profesional	El teletrabajo aumenta las posibilidades de ascenso por mérito	17%	58%	24%
SE2 - El teletrabajo mejora el ambiente laboral	El teletrabajo expande los espacios para compartir un café o una broma con tus compañeros de trabajo	38%	39%	23%
SE3 - El teletrabajo mejora la flexibilidad laboral	El teletrabajo aumenta la posibilidad de pedir permisos para trámites bancarios, legales o de índole personal	17%	45%	39%
	El teletrabajo aumenta la cantidad de veces que te interrumpen o te llaman del trabajo en tus descansos	28%	33%	39%

Note: Own elaboration based on field work data

Figure 6 also shows that the question that received the highest approval in the emotional salary questionnaire was the item: *Teleworking increases the flexibility of schedules if you have an emergency or want to study*, located in the 3SE dimension: *Teleworking improves labor flexibility*, which accounted for 84% of positive responses.

One of the characteristics most associated with teleworking is the possibility it offers workers to balance their work and private lives. In this sense, within the 4SE dimension: *Work-life balance*, there were the items: *Teleworking makes it possible to share more family time* and *Teleworking improves work-life balance*, which received 81% approval in the questionnaire. This last item was the one that registered the highest number of responses with a value of 5. Additionally within this dimension, 75% of the respondents showed a positive perception in the consultation on whether *teleworking allows you to increase your sports or recreational activities*.

Bringing work into the home poses risks of family conflicts that may affect work tasks. The item *Teleworking (does not) increase family conflicts*, refers to this issue, where 58% said they support that teleworking does not increase them, while 31% indicated that remote work does not modify this aspect, as shown in Figure 6.

On the other hand, in reference to the questions that registered higher percentages of negative perception, Figure 6 highlights the effects of teleworking on the spaces to share a coffee or jokes with coworkers, where 38% of the respondents presented a negative perception on this issue.

Another aspect with high percentages of negative perception is observed in the question: *Telecommuting increases the number of times you are interrupted or called from work on your breaks*, which exhibits a 28% negative rating.

Workers also expressed concern about the impact of teleworking on merit-based promotion opportunities and personal leave, with negative perceptions of these issues reaching 17%.

The results also allow us to estimate that the application of a teleworking system not only has effects on the workers, but also on the company. It is logical to think that an increase in productivity and in the quality of employees' work will result in benefits for the organization. A similar situation can be thought of with savings in infrastructure and physical space, with the growth of training and development of personnel skills, and with the overall satisfaction of employees with the company.

Tables 3 and 4 present a summary of the main results and findings of the research conducted.

Table 3
Summary of Results and Findings 1

General Objective	Specific Objectives	Hypothesis	Results
To analyze whether the implementation of a teleworking system applied through the use of ICT tools provides benefits to workers	Determine whether teleworking positively impacts the job satisfaction of the company's employees.	Teleworking increases job satisfaction	59% Agree 33% No change 8% No Concordance Main findings in the Results: * Teleworking increases autonomy * Teleworking improves productivity and work quality * Teleworking improves working conditions * Teleworking increases overall satisfaction with the institution
	Detect whether teleworking increases the emotional wage of workers.	Teleworking improves the Emotional Salary	55% Agree 33% No change 12% No Concordance Main findings in the Results: * Teleworking increases labor flexibility * Teleworking improves nutrition * Teleworking improves work-life balance
	Evaluate whether teleworking improves the work-life balance of workers.	Teleworking improves work-life balance	83% Agree 31% No change 5% Not Matched Main findings in the Results: * Teleworking makes it possible to share more time with the family * Teleworking makes it possible to increase sports or leisure activities

Note. Own elaboration based on field work data

Table 4
Summary of Results and Findings 2

General Objective	Specific Objectives	Hypothesis	Results
To analyze whether the implementation of a teleworking system applied through the use of ICT tools provides benefits to workers	To estimate the relationship between teleworking and the operational efficiency of the organization.	Teleworking improves your productivity	82% Agree 15% No change 3% No Concordance
		Telework improves the quality of work	75% Agree 21% No change 4% Not Matched
		Teleworking generates savings, decreases absenteeism and staff skills	Findings in the theoretical framework: *infrastructure, transportation and electric power savings *reduced staff turnover and absenteeism *improves recruitment and employee skills
	Substantiate whether teleworking promotes the use of ICT and technological tools.	Teleworking increases opportunities for further education and training	65% Agree 30% No change 5% Not Matched
		Teleworking increases the skills that you then apply in your work or personal life	60% Agree 34% No change 6% Disagree
		Teleworking has a positive relationship with digital transformation, the development of exponential technologies, and employee skills and capabilities	Findings in the theoretical framework: *ICTs are a necessary condition for teleworking *capabilities, skills and intensive use of ICTs are required *promotes digital transformation and exponential technologies

Discussion and conclusions

The results obtained confirm that the job satisfaction of most of the employees of the company analyzed, are improved by the effects of the implementation of a telework system that takes into account the needs of people and adjusts to the context of the organization. These results are in line with several recent investigations that show greater job satisfaction in those who telework compared to those who do not (Aguirre Parra, 2020; Carrasco-Mullins, 2021; Espinoza and Toscano Moctezuma, 2020; Morales López and Pérez Sisa, 2020; Pagès Dasunción, 2020).

At the same time, it was also possible to corroborate the positive perception that the personnel visualize about the increases that teleworking produces in the emotional salary of the workers. This finding coincides with different studies that classify telework as an example of labor flexibility that can be part of the emotional wage concept (Castillo et al., 2017; Espinoza and Toscano Moctezuma, 2020; Martín García, 2017; Pérez Alzate, 2021).

From the field work carried out, it was possible to identify some key factors on which teleworking has a greater impact, among them the following stand out: The increase in autonomy acquired by teleworkers when planning their tasks, coinciding with the findings in the works of Carrasco-Mullins (2021), Medina et al. (2020) and Marinakis (2021). The positive effect of telework on productivity, reaffirming the results presented

by Aguirre Parra (2020), Carrasco-Mullins (2021), Martín Hernández (2021), Morales López and Pérez Sisa (2020), and Pagès Dasunción (2020). The positive relationship between telework and labor flexibility, similar to several works that have shown this relationship, such as those of Aguirre Parra (2020), Cedeño Párraga and Intriago Mora (2022), Espinoza and Toscano Moctezuma (2020), Martín Hernández (2021), Marinakis (2021), Morales López and Pérez Sisa (2020), International Labor Organization (2020) and Villasmil et al. (2021). Another key element in the results is the evidence that teleworking improves work-life balance, confirming the findings of the International Labor Organization (2020). Regarding this last point, similar results are found in the work of Aguilar Huezo et al. (2021), Aguirre Parra (2020), Cedeño Párraga & Intriago Mora (2022), Medina et al. (2020), Marinakis (2021), Olivares Péndola et al. (2020), Olivera Anchete (2021), Pagès Dasunción (2020) and Villasmil et al. (2021).

From the point of view of the company, the organization also obtains a number of advantages with the implementation of a telework system, as an example we can mention: cost reduction (Aguirre Parra, 2020; Cedeño Párraga and Intriago Mora, 2022; Medina et al. 2020; Martín Hernández, 2021; Pagès Dasunción, 2020), decreased turnover and absenteeism (Aguirre Parra, 2020; Cedeño Párraga and Intriago Mora, 2022; Martín Hernández, 2021; Pagès Dasunción, 2020), and the possibility of continuing their activity in the face of catastrophic or crisis events (Carrasco-Mullins, 2021; Coto Aubone and Rosenbaum Carli, 2021; Morales López and Pérez Sisa, 2020).

In this framework, the research has been successful in fulfilling its objective, achieving to establish that the application of an adequate telework system in the company Antel, brings benefits to its workers. Specifically, the results indicate that remote work is associated with an increase in job satisfaction, expressed in improvements in autonomy, productivity, training, skills, working conditions and overall satisfaction with the institution.

In the same direction, statistical evidence also allows us to conclude that teleworking increases the emotional salary of employees, providing flexibility for them to improve the balance between their work and private lives, allowing them to spend more time with their families, promoting better nutrition and creating spaces for sports and leisure activities.

On the other hand, an important aspect to take into account that emerges from the results is that teleworking does not expand the spaces for sharing jokes or moments of relaxation with coworkers, which can reduce trust and collaboration among team members. Other elements that can have a negative impact are possible reductions in career opportunities or merit-based promotions, which can lead to stagnation in the development of staff members' skills and contributions.

It is therefore necessary for the organization to adequately manage these aspects, ensuring the availability of the necessary technological resources to perform the tasks, and with efficient leadership that motivates and actively listens to the concerns of the personnel. A partial or hybrid teleworking system, combined during the week or month with face-to-face days, could help to ensure that face-to-face contact between employees is not lost, and that the physical link between workers and the company is not extinguished, thus helping to mitigate some possible negative effects.

In Uruguay, as well as at a regional and international level, more and more professionals, when looking for or choosing a job, in addition to the economic remuneration, request and value the benefits of emotional salary, where conditions such as flexible working hours, autonomy, training, work-life balance, and in general those benefits included in the emotional salary stand out.

From the analysis carried out, it can be elucidated that not only the workers would receive benefits from the implementation of a teleworking system, but also the institution. By offering a better quality of life to your employees, you can expect increases in commitment, loyalty and satisfaction with the company, leading to improvements in productivity. Additionally, remote work brings other advantages to the organization such as reduced absenteeism, reduced rental costs, reduced transportation costs, reduced energy costs, less need for equipment and physical space, and easier to recruit and retain top talent.

A partial teleworking system, combined with face-to-face work, would provide workers and the company with the benefits of its application, reducing the problems and weaknesses that this form of work organization presents if it is established in a mandatory and total way. It is considered necessary that its implementation be by common agreement between managers and employees, with the clear will of the workers, and complying with stages ranging from diagnosis, through planning and design of the system, execution of a pilot plan, final implementation, and ending with evaluation and continuous and periodic monitoring of the project.

Telework, whether as a social, technological and/or labor phenomenon, is a topic of high academic interest that can be analyzed from different perspectives. From this point of view, as a proposal for future research, this work can be taken up by other professionals to apply it in different areas, or to complement it with the study of different variables. In this sense, it may be interesting to conduct an investigation of the impact of teleworking from the perspective of the organization, to see how are the effects of remote work in other companies in the public sector, how teleworking impacts on companies in different sectors of activity, among other alternatives.

Finally, another perspective of interest is the relationship between teleworking and the spillover of social and environmental contributions, since remote work is associated, among other things, to the improvement of the environment, to the improvement of mobility in cities, to the reduction of polluting gas emissions, and to the care of natural resources such as water and energy. This leads us to think that more research is needed to investigate these aspects and provide guidelines for knowledge on these issues.

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