

**The Relationship between State Extraversion and Job Satisfaction and its Moderation
by Working Remotely**

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Abstract

As work occupies a significant portion of individuals' lives, understanding factors influencing job satisfaction is crucial in organizational psychology. The present study investigated the relationship between state Extraversion and job satisfaction, considering the moderating effect of remote work. While trait Extraversion is known to predict job satisfaction, this study aimed to explore this association at the state level, specifically within remote work settings. It was hypothesized that: 1) state Extraversion positively correlates with job satisfaction, and 2) working remotely weakens this correlation. Using Experience Sampling Methodology, participants ($N = 72$ $n = 653-683$) reported on Extraversion, job satisfaction, and remote work status twice daily over ten days. Linear mixed effects regression analyses revealed that state Extraversion positively affects job satisfaction, with no moderating effect from remote work. These results suggest that the relationship between state Extraversion and job satisfaction persists regardless of work remote status, offering new insights for future research.

Keywords: job satisfaction, extraversion, remote work, experience sampling methodology

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Work plays a central role in people's lives, with adults dedicating a significant quarter to a third of their waking hours to their jobs (De Neve, 2015). In the EU, approximately one in five of the employed population state that they feel dissatisfied with their job, and over 75% have less than high levels of satisfaction (Eurostat, 2015). The topic of this research, job satisfaction, can be defined as a positive evaluative state expressing contentment and positive emotions toward work (Locke, 1969).

Consistent research has established a strong connection between job satisfaction and various workplace dimensions, demonstrating its significance in fostering a productive and healthy workforce. First, job satisfaction can lead to behavior by employees that affects organizational functioning. In a comprehensive meta-analysis, Judge et al. (2001) observed a positive association between job satisfaction and job performance. Additional studies have reported that satisfied employees exhibit more productive work behaviors (Mount et al., 2006) and demonstrate lower rates of absenteeism (Scott & Taylor, 1985). Studies also indicate that job dissatisfaction is a significant factor in employees' intentions to leave the workplace (Aydogdu & Asikgili, 2011; Azeez et al., 2016).

Second, job satisfaction can be considered an indicator of physical and psychological health. In a meta-analysis, Faragher et al. (2005) revealed job satisfaction to be related to various mental and physical health problems. The study mentions correlations between job satisfaction and burnout, low self-esteem, depression, anxiety, and psychosomatic issues. These collective findings highlight the impact of job satisfaction not only on organizational functioning but also on various aspects of individuals' personal lives. Job satisfaction differs among employees. Within the same work environment under the same conditions, what contributes to one employee's positive feelings towards their job might not be relevant for

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another employee. Therefore, investigating the factors that influence job satisfaction is crucial for fostering a more productive and healthier workplace.

Extraversion and Its Relation to Job Satisfaction

Much of the research on job satisfaction has operated under the belief that work satisfaction primarily stems from external, situational factors. The situational model of job satisfaction suggests that job satisfaction is derived from specific job features. This theory is based on the idea that individuals share common needs and, as a result, are satisfied by identical characteristics within a job (Franěk & Večeřa, 2008). In contrast, the dispositional model of job satisfaction argues that job satisfaction is influenced by certain inherent traits of an individual, affecting their level of job satisfaction regardless of the job's characteristics or situation (Judge et al., 2002).

Various studies supporting the dispositional model, have used personality as a framework in predicting job satisfaction (Furnham & Zacherl, 1986; Furnham et al., 2002; Törnroos et al., 2019). Personality traits, defined as enduring patterns of individual behavior (Roberts & DelVecchio, 2000), have been extensively investigated through the widely adopted Five-Factor Model. The Five-Factor Model defines five broad personality traits: Extraversion, Emotional Stability, Openness to Experience, Agreeableness, and Conscientiousness (Goldberg, 1990; McCrae & Costa, 2008).

Research by Judge et al. (2002) determined that the Big Five personality traits collectively exhibit a correlation of .41 with job satisfaction, providing substantial evidence for the applicability of the Five-Factor Model as a dispositional framework for comprehending job satisfaction. In particular, the study highlighted Extraversion, alongside Neuroticism, as the most influential predictors of job satisfaction. In the present study the focus will also be on the personality factor Extraversion.

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Individuals high in Extraversion exhibit a range of characteristics, including assertiveness, ambition, sociability, activity, talkativeness, a person-oriented focus, optimism, and energy (Costa & McCrae, 1992). As such, extraverts tend to be very talkative in professional settings, eager to initiate conversations with people throughout their workplace (Skakoon, 2015). Highly extraverted employees enjoy social interactions and are revitalized after conversations with others (Judge & Zapata, 2015). Additionally, employees with high levels of Extraversion show a greater willingness to engage in and contribute to group work and collaborative projects compared to their introverted counterparts (Hvidsten, 2016). The study by Wilmot (2019) presents an extensive analysis of how Extraversion affects work-related aspects, examining over 165 variables such as motivation, work-life balance, performance, and emotional well-being. The study suggests extraverts are more motivated to achieve work-related rewards. Since extraverts like to be around other people, another advantage relates to socializing. By possessing stronger communication skills, extraverts tend to adapt better to different social situations at work. When looking at the relationship between Extraversion and job satisfaction it has been found that extraverted employees are likely to experience greater job satisfaction than employees low on Extraversion (Judge, 2002).

State-level Extraversion and Its Relation to Job Satisfaction

While extensive research has explored the connection between Extraversion and job satisfaction at the trait level, recent studies have shifted focus to understand this relationship at the state level (Fleeson, 2001). As mentioned, personality traits reflect stable patterns of thinking, feeling, and behavior across situations (Roberts & DelVecchio, 2000). In contrast, personality states are characterized as having the same content as traits but vary over short periods of time instead of being stable personality characteristics (Fleeson, 2001).

Fleeson's Whole Trait Theory (2001) introduces the idea that both mean-level (or trait) personality and within-person personality variability is important for understanding behavior.

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This within-person personality variability goes beyond random changes, indicating consistent patterns in how a person's behaviors differ over time. Importantly, there are significant individual differences in people's responses to changing situations, leading to differences in the extent of their within-person personality variability (Fleeson, 2001). For instance, individuals may exhibit both introverted and extraverted behaviors in response to changing everyday situations, regardless of their average trait levels (Fleeson & Gallagher, 2009).

Examining within-person variability in Extraversion is essential, offering an interesting perspective on its relationship with job satisfaction. This shift in focus allows for a more nuanced understanding of how individuals' moment-to-moment variations in Extraversion correspond to their concurrent levels of job satisfaction.

Job-Personality Fit and Its Relation to Job Satisfaction

The concept of person-job fit, introduced by Edwards (1991), emphasizes the importance of aligning individual characteristics with job context, with extraverts more likely to thrive in roles rich in spontaneous social interactions (Huang et al., 2015). Person-job fit is defined as the degree of fit between individual characteristics and those of the job context. This idea resonates with the attraction–selection–attrition (ASA) model proposed by Schneider (1987), which suggests that extraverts are more inclined to occupy jobs that involve high levels of interpersonal interactions. Additionally, the trait activation theory, posits that individuals tend to experience greater satisfaction when their jobs allow for the expression of their inherent traits (Tett et al., 2013).

Extraversion and Working Remotely

However, the landscape of work underwent a significant transformation due to the COVID-19 pandemic. With the shift to remote work, the traditional office setting has been replaced with remote work arrangements. Before the pandemic, the prevalence of remote working was minimal, constituting a minor fraction of the workforce (below 10% in 2010;

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Mateyka et al., 2012). In 2020, after the onset of the pandemic, the incidence of remote working experienced a substantial increase, with over 40% of the U.S. workforce engaging in remote work arrangements (Parker, 2022). Remote work, defined as work performed “away from a central place of business or physical organizational location” (Gajendran & Harrison, 2007, p. 1524), became more common and has persisted even after the pandemic.

While not everyone favors remote work, a prevailing consensus on hybrid work has taken shape in numerous companies. Many employees are now opting for a flexible arrangement, attending the office two to three days a week for collaborative efforts, while others choose to come in rarely or not at all (Fulford, 2023). This flexibility that is ingrained in remote work, creates uncertainty regarding social interactions, because it is no longer clear who will be present and who will not on any particular day.

Extraverted individuals, characterized by their sociability and affinity for social interactions, might find remote work challenging since they tend to prefer traditional work settings that are abundant with stimulation, social interactions, and activity (Evans, 2021).

Working remotely predominantly relies on computer-mediated communication tools such as e-mail, instant messaging, telephone, and video conferencing (Sias et al., 2012).

Tools like Microsoft Teams and Zoom have made remote work more accessible, and research by Kodama (2020) suggests that video conferencing is an effective way to share visual information and personal expressions, highlighting its significant potential for communication. However, the study by Lal et al. (2021) concluded that excessive video calls during the day may limit the desire for additional social interaction through the same medium.

As remote work becomes more common, there is a rise in the use of communication tools aimed at replicating face-to-face interaction and fostering social connections. However, the effectiveness of these interactions, particularly for extraverts who thrive on social engagement, remains a topic of discussion.

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The study by Evans et al. (2021), conducted during the pandemic, examined the relationship between personality and within-person changes in job satisfaction over the course of three months when individuals were forced to transition to remote work. Specifically, the study found that employees high in Extraversion experienced a decline in job satisfaction compared to the start of the study. This decline was attributed to the reduced opportunities for social interaction and the lack of a stimulating work environment, which are often consequences of remote work for individuals high in Extraversion. While this research offers important perspectives on within-person changes in job satisfaction among extraverted individuals due to sudden remote work, it primarily captures the effects under crisis conditions rather than voluntary or planned remote work arrangements that might persist beyond the pandemic. Importantly, Evans et al. (2021) examine within-person changes in job satisfaction without delving into within-person fluctuations in the personality trait of Extraversion itself. This leaves an important research gap: The effect of remote work on the relationship between state Extraversion and job satisfaction since working remotely has become a choice rather than a necessity.

The Current Study

While existing research provides a broad understanding of the associations between Extraversion and job satisfaction, the current study aims to contribute nuanced insights by conducting a detailed examination of the relationship between Extraversion and job satisfaction on the state-level. Building on the extensive literature review, the current study delves deeper into the interplay between state Extraversion and state job satisfaction by looking into the moderating effect of working remotely. As working remotely has expanded and become a common organizational venture, it is important to investigate how the interaction between an individual's momentary Extraversion and job satisfaction translate from the traditional office setting to an alternative environment—the home office.

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Hypotheses

Building upon the established link between Extraversion, job satisfaction, and the evolving dynamics of remote work, this study formulates two hypotheses to delve into the nuanced relationship between an individual's momentary Extraversion and their corresponding job satisfaction levels in the context of remote work.

Given that individuals high on trait Extraversion are characterized by sociability, seeking high excitement and the experience of positive emotions (Wilmot et al., 2019), ultimately resulting in favorable judgments of job satisfaction (Judge et al., 2002), it is hypothesized that this also holds for the state level. Specifically:

Hypothesis 1: State Extraversion is positively associated with state job satisfaction.

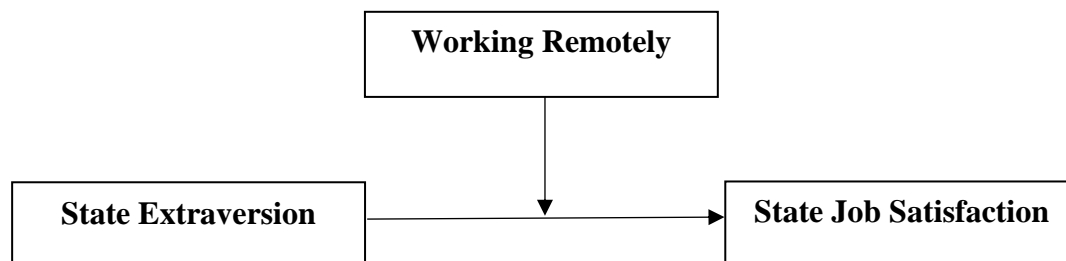
Next to the fact that highly extraverted individuals are expected to have a higher job satisfaction than individuals low on Extraversion, it is suggested that working remotely can moderate the relationship between state Extraversion and state job satisfaction (see Figure 1 for a conceptual model). As noted above, highly interpersonal job contexts offer a better fit for extraverts than job contexts low on interpersonal contact. The match between Extraversion and sociability and socially rich contexts determines that extraverts are less likely to find satisfaction in working remotely.

H2: Working remotely weakens the relationship between state Extraversion and state job satisfaction.

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Figure 1

Conceptual model: The Moderating Role of Working Remotely on the Relationship Between State Extraversion and State Job Satisfaction

**Methods****Participants**

For this study, participants were recruited via social media (WhatsApp and Facebook). To ensure the relevance and applicability of findings, participants must work at least 4 days a week, have a regular 9-5 job, work two weeks in a row, and be able to respond around 10 AM and 3 PM to questionnaires on an electronic device. This set of criteria ensures that participants are actively engaged in their work roles and available for momentary assessments during the specified time intervals. Participation was voluntary, with a total of 72 participants recruited, slightly below the recommended sample size of 83 based on previous research by Gabriel et al. (2018). On average, the participants were 31.8 years old ($SD = 12.4$). Regarding gender, 33 (45.8%) identified as men, 38 as women (52.8%), and 1 (1.4%) identified as other than man or woman.

Measures***Sociodemographic variables***

The pre-study questionnaire collected sociodemographic information including age, gender, working days, ability to work hybrid, desired participation weeks in the ESM study, native language, and language preference for survey completion.

Job satisfaction

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State job satisfaction was the dependent variable, measured with a 3-item scale developed by Cammann, Fichman, Jenkins, and Klesh (1983). The questions could either be answered in English (e.g., “at this very moment I am fairly satisfied with my job”) or in Dutch (e.g., “Op dit moment ben ik tevreden over mijn werk”). Ratings were obtained on a 5-point scale ranging from 1 = *strongly disagree (helemaal oneens)* to 5 = *strongly agree (helemaal eens)*.

Extraversion

State Extraversion, the first independent variable, was measured using 2 adjective items ("Right now, I feel extraverted and enthusiastic." And "Right now, I feel lively and outgoing.") created for this study, derived from adaptations of the TIPI (Gosling et al., 2003). Ratings were obtained on a 5-point scale ranging from 1 = *strongly disagree (helemaal oneens)* to 5 = *strongly agree (helemaal eens)*.

Working Remote

The second independent variable focused on the potential moderating effect of working remotely. Participants were asked, "Are you working remotely at the moment?" with the response options being 'yes' or 'no'.

Procedure

Data collection happened January-February 2024, spanning 10 working days for each participant. This duration is chosen to capture meaningful within-person variability while minimizing participant burden.

Interested people were directed to an introductory page that provided them with information about the study and screener questions using Formr (Arslan et al., 2019). Those eligible were provided a link to the baseline survey, which included sociodemographic items.

To study the dynamic relationships of Extraversion and job satisfaction during the day, we employed an Experience Sampling Methodology (ESM) design. In this interval-contingent

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design recorded participants reported their momentary Extraversion and job satisfaction, and whether they were working remotely, 2 times a day, for 10 working days (maximum 20 observations per individual, with a maximum of 1440 observations across individuals and time periods). Participants were asked to fill out the survey at 10 AM and at 3 PM. After two hours, the survey expired. Participation required approximately 5 minutes of the participant's working day. Notifications were sent via email to remind participants to fill out the surveys. The electronic interface only accepted one set of responses during specified time intervals and recorded the exact time of rating for each individual.

Participants consented to the study in accordance with ethical guidelines. Ethical approval was granted to the thesis supervisor, Loes Abrahams, by the Ethics Review Board (ERB) of the Tilburg School of Social and Behavioral Sciences at Tilburg University (Code: TSB_RP1355).

Statistical Analysis

All analyses were conducted within the R statistical software environment (R Core Team, 2023), with a significance level set at $\alpha = .05$ for all tests. Several preprocessing steps had to be taken to prepare the dataset. These steps were crucial to ensure the data were suitable for analysis and to create new variables that would be used for the statistical models. This included combining the Dutch and English datasets (see also Limitations and Areas for Future Research). Further, working remotely was coded as a categorical variable, with 1 representing 'working remotely' and 2 representing 'not working remotely.' This recoding facilitated the examination of working remote as a categorical independent variable in our models.

Sumscores were calculated for Extraversion. These mean scores represent the state levels of the construct at each measurement point. Each participant's scores for Extraversion were centered around their own mean. This subtracts the individual's average score (across all their measurement points) from each of their scores at each measurement point. This technique

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highlights how each score deviates from the participant's average, focusing on variations within individuals over time. Participants who had only one observation were excluded from the final dataset. This step is crucial because the analyses focuses on within-person changes over time, requiring multiple observations per participant to examine these dynamics.

Linear mixed effects regression analyses were conducted to explore the role of state Extraversion and working remotely on state job satisfaction. The first model tested the relationship between state Extraversion and state job satisfaction (H1). In the second model, working remotely was added as an additional predictor for state job satisfaction. In the third model the interaction term between state Extraversion and working remotely was added to examine the moderating effect of working remote on the relationship between state Extraversion and state job satisfaction (H2).

Also, the correlations between the variables state Extraversion, state job satisfaction, and working remotely using Pearson's r are reported to provide further insights into the relationships between these variables.

Results

Descriptive Statistics

Means, standard deviations, intraclass correlation coefficients (ICCs) and within-person correlations are provided in Table 1. ICCs, ranging from 0 to 1, measure the consistency of responses within groups, with higher values indicating greater similarity. An ICC of .42 for state Extraversion indicates a moderate consistency in how participants perceive and report their own level of Extraversion across various occasions. The ICC of .41 for job satisfaction implies a similar moderate consistency in how participants rate their job satisfaction over time or across different situations. For working remotely with an ICC of .35, the consistency is somewhat lower, this suggests that participants experienced changes in their work settings, possibly alternating between remote work status.

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Table 1. Means, standard deviations, intra-class correlations, and (within-person) correlations of all study variables.

Variables	<i>M</i>	<i>SD</i>	<i>ICC</i>	<i>n</i>	1.	2.	3.
1. State Extraversion	3.58	0.85	.42	663	-	.13*	.15*
2. Job satisfaction	3.13	0.51	.41	653	.13*	-	.04
3. Working Remote			.35	683	.115*	.04	-

Note. State Extraversion and Job Satisfaction were rated on a scale from 1 to 5, with higher scores indicating higher levels of extraversion and job satisfaction, respectively.

* $p < .001$.

The correlation matrix shows a significant correlation between state Extraversion and state job satisfaction ($r = 0.13$, $p = <.001$). Higher scores on state Extraversion are associated with high scores on state job satisfaction. This indicates a positive relationship between state Extraversion and state job satisfaction. The table further shows a weakly yet significant positive relationship between state Extraversion and working remote ($r = 0.115$, $p = <.001$).

Test of Hypotheses

The results of the multiple regression analyses can be found in Table 2.

Table 2. Regression Analysis Summary for Predicting Job Satisfaction

	Variable	B	SE B	β	t	p
1	(Constant)	3.13	0.04		73.76	<.001
	Extraversion	0.08	0.02	0.09	3.07	.002
2	(Constant)	3.09	0.08		38.97	<.001
	Extraversion	0.07	0.03	0.09	2.96	.003
	Working Remote	0.02	0.04	0.02	0.58	.563
3	(Constant)	3.09	0.08		38.93	<.001

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Extraversion	0.10	0.09	0.09	1.02	.310
Working remotely	0.02	0.04	0.02	0.57	.569
Extraversion * Working Remote	-0.01	0.06	-0.01	-0.24	.809

State Extraversion and Job Satisfaction

The analyses revealed a significant relationship between state Extraversion and job satisfaction. Specifically, higher levels of state Extraversion were associated with increased job satisfaction ($\beta = 0.08$, $t = 3.07$, $p < .05$). This finding supports the hypothesis stating a positive relationship between state Extraversion and state job satisfaction.

Moderating Effect of Working Remotely

The investigation into the moderating effect of working remotely on the relationship between state Extraversion and job satisfaction yielded non-significant results. The interaction term between state Extraversion and working remotely did not significantly predict job satisfaction ($\beta = -0.01$, $t = -0.24$, $p = .809$), suggesting that the relationship between state Extraversion and job satisfaction is not affected by working remotely. Thus, this finding did not support the second hypothesis and indicates that working remotely does not moderate the relationship between state Extraversion and job satisfaction.

Discussion

This research examined the role of state Extraversion and working remotely on state job satisfaction. There was support for the first hypothesis that predicted a positive relationship between state Extraversion and state job satisfaction. This suggests that employees experienced increased job satisfaction when their momentary levels of Extraversion were higher than their typical trait levels of Extraversion. No significant moderating effect of working remotely on the relationship between state Extraversion and state job satisfaction was

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found. This means that the relationship between state Extraversion and state job satisfaction is not affected by working remotely.

When looking into the literature and the findings of this study, the significant positive relationship between state Extraversion and state job satisfaction aligns with expectations. Previous research has shown that extraverted individuals are known for having a higher job satisfaction (Judge et al., 2002; Wilmot, 2019). The consistency of these findings across different research contexts underscores the robustness of Extraversion as a predictor of job satisfaction, reinforcing the significance of personality in occupational psychology. It's worth noting that while previous research primarily focused on the trait (between-person) level, this study demonstrates the significance of Extraversion at the state (within-person) level as well. This suggests that individuals report higher job satisfaction when they exhibit more extraverted behavior than usual. This has profound implications, proposing that actively fostering an environment that promotes Extraversion in the workplace could lead to enhanced job satisfaction among employees. This could involve creating more collaborative workspaces and providing opportunities for social engagement.

The linear mixed effects regression analyses revealed contrary results for the second hypothesis, which suggested that working remotely did not weaken the relationship between state Extraversion and state job satisfaction. A moderating effect of working remotely was expected, given the findings that extraverted individuals thrive in settings that are rich in social interactions, stimulation and activity (Evans, 2021). Moreover, Evans et al. (2021), indicated that remote work diminished job satisfaction among employees high in Extraversion. Even though this study focused on enforced remote work due to the pandemic, it was anticipated that similar effects would be observed as remote work practices have become more prevalent.

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Several nuanced explanations may account for the absence of a moderating effect of remote work in this study. Firstly, individuals high in Extraversion might perceive remote work not as a barrier, but as an opportunity to expand their social interactions beyond their professional circle. By leveraging the flexibility afforded by remote work, these individuals can strategically manage their schedules and foster connections with people who may not be part of their immediate work environment. For instance, they may opt to work in cafes. This approach not only broadens their social repertoire but also integrates a diverse array of social interactions in their daily routine. This perspective aligns with Patitsa et al. (2023), suggesting that the flexibility of remote work allows extraverts to satisfy their social needs through alternative channels, regardless of their physical work setting. This insight might explain the positive relationship found between state Extraversion and working remotely.

Another consideration is that the study hypothesized a solely negative impact of remote work on the Extraversion-job satisfaction dynamic. However, moderate levels of remote work might actually enhance this relationship. Rather than leading to social isolation, a balanced remote work arrangement can offer a degree of freedom and improve work-life balance (Prasad et al., 2020). Moderate levels of working remotely could maybe be the best of both worlds. A nuanced approach to remote work—neither fully remote nor entirely on-site—may therefore be most beneficial for maintaining or even increasing job satisfaction among extraverted individuals. The experiences during the pandemic, as reported by Evans et al. (2021), highlighted feelings of isolation among extraverts forced into remote work. This study proposes that the compulsory nature of remote work during the pandemic is a critical factor in these findings. In contrast, when employees have the autonomy to choose their work setting or adopt a hybrid approach, the negative relation with extraverted individuals' job satisfaction may be mitigated. This flexibility allows employees to tailor their work environment to their personality needs, suggesting that the impact of remote work on the relationship between

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Extraversion and job satisfaction may be more complex and multifaceted than initially anticipated.

One of the significant strengths of this research is its focus on the within-person levels of Extraversion in relation to job satisfaction. Unlike previous studies that have predominantly examined Extraversion at the between-person level, this approach provides deeper insights into momentary fluctuations in the relationship between state Extraversion and job satisfaction. This adds a valuable dimension to the literature, offering insights into the dynamic interplay between Extraversion and job satisfaction.

Furthermore, another positive factor of the current research is that working remotely was taken into the study as a possible moderator in the relationship between state Extraversion and job satisfaction. Since working remotely has become the new norm in organizations, investigating whether this shift affects the relationship between momentary fluctuations in Extraversion and job satisfaction has become essential.

Limitations and Areas for Future research

However, this study is not without its limitations. The approach of conceptualizing remote work solely based on whether individuals are currently working remotely or not may overlook the full spectrum of remote working environments. Participants working in third spaces, like cafes, which might offer more opportunities for social interaction, were not distinctly categorized, possibly overlooking variations in the remote work experience. Future research could benefit from a more detailed examination of diverse remote work settings to better understand their impact on employees' psychological experiences.

Another limitation of this study is that the Dutch and English survey were combined, this was done to increase the sample size. This introduced potential linguistic and cultural biases, which could affect the interpretation of Extraversion and job satisfaction. Future

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studies should consider the implications of combining data across languages and cultures, to ensure robust and generalizable findings.

Another limitation lies in the lack of consideration for occupational diversity as a variable in this study. The varying nature of job roles and industries could significantly influence the relationship between state Extraversion, job satisfaction, and remote work. In future studies, it is advisable to include job classifications as a variable when examining the moderating effect of remote work on the relationship between state Extraversion and job satisfaction.

Lastly, extending the investigation to other dimensions of the Big Five personality traits could offer a broader perspective on how momentary fluctuations in personality relate to job satisfaction in remote work settings. Exploring momentary fluctuations of neuroticism or conscientiousness may reveal additional layers of complexity in the relationship between within-person levels of personality and job satisfaction, providing a more comprehensive understanding of how to support employee well-being in various work arrangements.

Conclusion

The purpose of the current study was to provide more insights in the role of working remotely on the relationship between state Extraversion and job satisfaction. The results of the current study showed a positive relationship between state Extraversion and state job satisfaction. Scoring high on state Extraversion meant higher scores on state job satisfaction. However, no moderating effect of working remotely on the relationship between state Extraversion and state job satisfaction was found. Future research should consider using a questionnaire with a broader categorization for working remotely to ensure valid results.

As the nature of work continues to evolve, understanding the dynamics of working remotely becomes increasingly important to foster satisfaction and productivity among all employees.

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