

ISSN: 2584-0142

PSYCHOPEDIA
JOURNALSInternational Journal of
Interdisciplinary Approaches
in Psychology (IJIAP)

Remote Work Realities: Assessing Well Being, Job Performance and Job Satisfaction among Remote Workers

Dr. Saima Banu, Learning & Development Specialist

saimabanu923@gmail.com

Abstract

Remote work has transformed traditional workplace dynamics, influencing employees' well-being, job satisfaction, and performance. Beyond just a shift in location, it affects how individuals balance work and personal life, engage with their tasks, and perceive job fulfilment. This study aimed to explore the impact of remote work on employee well-being, performance and job satisfaction. The data was collected from 33 remote employees (aged 24–50 years) using standardized scales: the Individual Workplace Performance Questionnaire, Job Satisfaction Survey, and Workplace Well-being Questionnaire. Standardized scales were used to measure the variables. Results indicate that employees with higher well-being tend to be more satisfied and perform better. However, job satisfaction alone showed a weaker link to performance, suggesting that factors like motivation, managerial support, and remote work conditions also play a role. These insights highlight the need for organizations to prioritize employee well-being in remote settings. Companies should implement mental health support, work-life balance initiatives, and effective communication strategies to foster an engaged, satisfied, and high-performing remote workforce.

Keywords: *Well-being, Performance, Job Satisfaction, Remote work, Employee*

Introduction

“Imagine a world where the daily commute is replaced by a walk to your home office, meetings happen with a click, and work-life balance is no longer a myth but a tangible reality. This is the world of remote work-a flexible work arrangement that has revolutionized the traditional workplace.” (Llc, n.d.)

Remote work, also known as telecommuting or work-from-home, refers to a work arrangement where employees perform their job responsibilities outside the traditional office setting, often leveraging digital communication and collaboration tools. The rise of remote work has been driven by advancements in technology, globalization, and more recently, the COVID-19 pandemic, which necessitated a shift in work structures worldwide (Eurofound & ILO, 2020). While remote work offers flexibility and autonomy, it also raises concerns about its impact on employee well-being, performance, and job satisfaction.

Employee well-being is more than just the absence of stress or illness, it reflects an individual's overall experience at work, including their physical health, emotional resilience, and ability to maintain a work-life balance. A workplace that prioritizes well-being fosters motivation, reduces burnout, and enhances long-term productivity. Similarly, job performance is not merely about meeting deadlines or achieving targets; it encompasses efficiency, quality of work, and the ability to contribute meaningfully to organizational goals. Meanwhile, job satisfaction represents how fulfilled employees feel in their roles, influenced by factors such as workplace culture, career growth opportunities, and recognition. Together, these elements shape an employee's engagement, commitment, and overall experience at work, making them critical considerations in today's evolving work environment.

The impact of remote work on these factors has been a subject of growing academic interest. Studies suggest that remote work can enhance job satisfaction and well-being by reducing commute time and offering greater work-life balance (Gajendran & Harrison, 2007). However, other research indicates that it may lead to increased isolation, difficulties in communication, and blurred work-life boundaries, potentially affecting job performance and satisfaction negatively (Eurofound, 2021). A survey conducted by Owl Labs (2022) found that 62% of remote employees reported higher job satisfaction compared to their in-office counterparts, but 40% also experienced challenges related to workplace collaboration and engagement.

Given the increasing prevalence of remote work, it is essential to examine its impact on employee well-being, performance, and job satisfaction to help organizations develop strategies that support their workforce effectively. The current study aims to analyse the relationship between remote work and these key employee outcomes, contributing to the ongoing discourse on optimizing remote work practices for both individuals and organizations.

Well-Being

According to Huppert (2009), Well-being has been defined as “the combination of feeling good and functioning well; the experience of positive emotions such as happiness and contentment as well as the development of one’s potential, having some control over one’s life, having a sense of purpose, and experiencing positive relationships.” According to Michaelson et al., (2012), wellbeing can be understood “as how people feel and how they function both on a personal and social level, and how they evaluate their lives as a whole”. According to Shin and Jhonson (1978) well-being refers to as “a global assessment of person’s quality of life according to his chosen criteria.”

A study conducted on a sample of 2222 employees (March–May 2020) and 1268 employees (November 2020–January 2021) aimed to identify the most important resources for maintaining remote workers' well-being, perceived productivity, and engagement during the COVID-19 pandemic by combining Event System Theory with Transactional Stress Theory. The study explored personal (self-goal setting, self-efficacy, home-office experience), external (equipment at home), and organizational (work-related and social) resources. The results revealed that well-being and engagement decreased less when remote workers had high resources of self-efficacy and social support at the beginning of the crisis. Furthermore, an improvement in resources from the first to the second measurement was associated with a reduced decline in well-being, productivity, and engagement (Uhlig et al., 2022).

According to Piekarska (2021) a study conducted on a sample of 95 respondents (77 women and 18 men) aged 18 to 59 between November 12 and 21, 2020, investigated the sense of well-being of employees working from home during the SARS-CoV-2 pandemic using the CAWI (Computer-Assisted Web Interview) method with a self-administered questionnaire. The results, although statistically insignificant, revealed that 75% of respondents could work from home, but 49% lacked a dedicated workspace, completing tasks wherever possible. The author suggests that while remote work was implemented for employee safety, it also introduced challenges in maintaining employees' health and well-being, highlighting the need for organizational strategies to support remote workers' well-being.

Performance

Campbell (1990) defined performance as, “those actions or behaviours under the 5 controls of the individual, that contribute to the organization's goals, and that can be measured according to the individual's level of proficiency, a definition that is consistent with the others”. Murphy (1989), defined performance as, “behaviours that are related to the goals of the organization.” Klein (1976) defines performance as “a subjective notion, and retaining

enterprise performance highlights six indicators: adding value, return on capital employed, intangible asset growth, the variation of assets, cover the operating needs of working capital, indebtedness at the time compared with self-financing capacity.”

Research conducted on a sample of 150 employee by a random sampling method with an aim to study the effect on employee performance which revealed that findings resulted that Remote work didn't have related with Challenges, they are not related and correlated. When remote work increase then motivation increases too, they are related and correlated. When Remote work increase then performance increases too, they are related and correlated (Chemis & Zeine, 2024).

According to Raj et al. (2023), a study conducted on a sample of 128 IT professionals investigated the connection between remote work (RW) outcomes and firm performance (FP) using multiple regression analysis and t-tests on data collected through structured questionnaire interviews with business management. The findings revealed a positive relationship between FP and RW indicators such as communicating frequently and well (CFW), encouraging work-life balance (EWB), maintaining interest and productivity (MIP), and providing accessible technology (PAT). The authors suggest that flexible work practices, employee participation in job planning, results-based management, and variable pay for remote workers enhance business adaptability and performance.

A study was conducted on a sample of 55 employees from Ultima Studios, Lagos State, to investigate the relationship between remote work and employees' performance, managerial supervision, organizational commitment, and job involvement using a survey design and structured questionnaire. Data were analysed using descriptive statistics and Pearson correlation analysis. The results revealed a negative relationship between remote work and employee performance, while managerial supervision showed a positive relationship with employee performance. The author suggests that stable information technology is crucial for

effective remote work and recommends that organizations implement policies ensuring remote employees receive equal benefits as in-office workers (Awala, 2024).

Job Satisfaction

According to Vroom (1964), job satisfaction is defined as “affective orientations on the part of individuals toward work roles which they are presently occupying.” Locke (1976), defined job satisfaction as, “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” According to Spector (1997), job satisfaction is “simply how people feel about their job and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.”

A study conducted on a sample of 421 call center agents investigated differences in perceived task performance between employees working from home and those working from the workplace, along with the mediating effect of job satisfaction. The results revealed that employees working fully or partially from home had a higher perception of task performance than those working only from the workplace. However, work location did not significantly impact job satisfaction (Mustafa et al., 2022).

According to Ali et al. (2023), a study was conducted on a sample of 143 remote workers in Utah to investigate the factors influencing job satisfaction and personal well-being using the Ability, Motivation, Opportunity (AMO) framework and a correlational design. The results revealed that intrinsic motivation, affective commitment, opportunity, and amotivation influenced job satisfaction, while self-efficacy, amotivation, and job satisfaction affected personal well-being. A structural equation model (SEM) further showed that higher self-efficacy, lower amotivation, and greater job satisfaction were linked to better personal well-being. The authors suggest that HR policies and organizational culture indirectly influence job satisfaction and directly impact key predictors of job satisfaction and well-being.

A study was conducted on a sample of 396 teleworkers in Lima, Peru, to investigate the influence of family-supportive supervisory behaviours (FSSBs) on job satisfaction in remote work and the mediating role of work-to-family positive spillover (WFPS) and work–life balance (WLB) using a non-experimental cross-sectional design and PLS-SEM-based structural equation modelling. The results revealed that FSSB has a direct effect on job satisfaction, WFPS, and WLB, and that WFPS and WLB positively impact job satisfaction while also mediating the influence of FSSB on job satisfaction. The authors suggest that organizations implement policies promoting work–life balance and supportive supervisory behaviours to enhance remote workers’ job satisfaction (Salirrosas et al., 2023).

Purpose

The purpose is to study the impact of remote work on employee wellbeing, performance and job satisfaction.

Hypothesis

- ***Hypothesis 1:*** Job satisfaction has a significant positive relationship with job performance.
- ***Hypothesis 2:*** Employee well-being has a significant positive impact on job satisfaction.
- ***Hypothesis 3:*** Employee well-being has a significant positive relationship with job performance.

Method

Sample

A total sample of 30 remote employee between the age of 24-50 years (Males: 12 & Females: 21) was collected from the city Raipur, Bhopal, Jaipur, Bhilai, and Delhi.

Measures

- ***Individual Workplace Performance Questionnaire:*** The IWPQ was developed to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behaviour. The questionnaire was developed by Koopmans (2015). It consists of 18 items, with the following rating scales: 0 – Rarely, 1 – Sometimes, 2 – Regularly, 3 – Often, 4 – Always (for items 1 to 13) and 0 – Never, 1 – Rarely, 2 – Sometimes, 3 – Regularly, 4 – Often (for items 14 to 18).
- ***Job Satisfaction Survey:*** This survey was developed to assess employee attitudes about the job and aspects of the job. The survey was developed by Spector (1994). It consists of 36 items with the following sub-dimensions: 1. Pay, 2. Promotion, 3. Supervision, 4. Fringe benefits, 5. Contingent rewards (appreciation/recognition), 6. Operating conditions (rules and procedures), 7. Coworkers, 8. Nature of work, and 9. Communication. The rating scale includes: 1 – Disagree very much, 2 – Disagree moderately, 3 – Disagree slightly, 4 – Agree slightly, 5 – Agree moderately, and 6 – Agree very much, with reverse scoring.
- ***Workplace Well-being Questionnaire:*** This questionnaire was developed to measure well-being in the workplace. It was developed by Black Dog Institute (2014). It consists of 31 items with the following sub-dimensions: 1. Work Satisfaction, 2. Organisational Respect for the Employee, 3. Employer Care, and 4. Intrusion of Work into Private Life. The rating scale includes: Not at all = 0, Slightly = 1, Moderately = 2, Very = 3, and Extremely = 4.

Procedures

The study used Google Forms for collecting data. Standardized scales were used along with the consent. Participants were thanked at the end for their support and cooperation.

Analysis of Results

Results

Table 1: *Descriptive (N, Mean and Standard Deviation)*

	Job performance	Job Satisfaction	Well being
N	33	33	33
Mean	37.1	143	64.6
Standard deviation	11.2	29.8	23.6

Table 2: *Correlation between Job performance, Job satisfaction and Well Being*

		Job Performance	Job Satisfaction	Well being
Job Performance	Pearson's r	—		
Job Satisfaction	Pearson's r	0.162	—	
Well being	Pearson's r	0.645***	0.631***	—

Note. * $p < .05$, ** $p < .01$, *** $p < .001$

Discussion of Result

The purpose of this study was to examine the relationship of employee well-being, job performance, and job satisfaction among remote workers. As organizations continue to adopt flexible work arrangements, understanding how remote work influences these critical workplace outcomes is essential for improving employee experiences and productivity.

The correlation results indicate a weak positive relationship between job satisfaction and job performance ($r = 0.162$). This suggests that while satisfied employees may perform slightly better, other factors—such as motivation, managerial support, and the work environment—likely play a more significant role in driving performance. These findings provide partial

support for *hypothesis 1*, job satisfaction has a significant positive relationship with job performance.

Conversely, employee well-being shows a strong positive relationship with both job performance ($r = 0.645$, $p < .001$) and job satisfaction ($r = 0.631$, $p < .001$). This means that employees who feel good physically and mentally tend to perform better at work and experience higher job satisfaction. These findings confirm *hypothesis 2*, Employee well-being has a significant positive impact on job satisfaction and *hypothesis 3*, Employee well-being has a significant positive relationship with job performance. These results emphasize the crucial role of well-being in remote work settings. Organizations can enhance employee performance and satisfaction by implementing strategies that promote mental health support, work-life balance, and social connections.

According to Jamaludin and Kamal (2023), a study conducted on 185 employees from an oil and gas company in Kuala Lumpur examined the relationship between remote work and job satisfaction, with perceived autonomy as a mediating factor. Using an online survey and SPSS for data analysis, the study found that remote work had a significant positive impact on job satisfaction. Additionally, perceived autonomy mediated this relationship, meaning that employees who had greater control over their tasks and work schedules reported higher job satisfaction. The authors suggest that organizations should implement policies that promote autonomy in remote work settings to enhance employee satisfaction and overall performance. Similarly, a study by Mahomed et al. (2023) investigated the impact of job demands and resources on employee well-being during the COVID-19 pandemic using the Job Demands–Resources (JD-R) model. The study, conducted on 204 remote workers in South Africa, found that work–home conflict negatively affected employee well-being, while job autonomy, effective communication, and social support were associated with higher well-being. Additionally, social support moderated the negative effects of work–home conflict on

well-being, and gender differences played a significant role, with women facing greater challenges in managing work–home conflict. The findings suggest that organizations looking to enhance remote employee well-being should implement policies that reduce work demands and strengthen workplace support.

Overall, the current study confirms that employee well-being is a key factor influencing job satisfaction and performance. While job satisfaction alone does not strongly impact performance, ensuring that employees feel supported and maintain good well-being can lead to better workplace outcomes.

Conclusion

This study aimed to understand how remote work affects employee well-being, job satisfaction, and job performance. The results showed that well-being has a strong positive link to both job satisfaction ($r = 0.631$, $p < .001$) and job performance ($r = 0.645$, $p < .001$), meaning that employees who feel mentally and physically well tend to be more satisfied with their jobs and perform better. However, job satisfaction had only a weak link to job performance ($r = 0.162$), suggesting that while being satisfied at work is important, other factors like motivation, support from managers, and remote work conditions may have a greater impact on performance. There are some limitations to this study. The sample size was small ($N = 33$), so the results may not fully represent all remote workers. Also, the study relied on self-reported data, which may include some bias in how employees rated their own performance and satisfaction. Future research should look at larger and more diverse groups of remote workers, track changes over time, and explore how factors like flexibility, communication, and company support impact job satisfaction and performance in remote work settings. These findings highlight the importance of well-being in remote work environments. Companies that allow remote work should focus on mental health support,

work-life balance, and effective communication strategies to keep employees engaged, satisfied, and productive.

References

- Ali, A. D., Narine, L. K., Hill, P. A., & Bria, D. C. (2023). Factors Affecting Remote Workers' Job Satisfaction in Utah: An Exploratory Study. *International Journal of Environmental Research and Public Health*, 20(9), 5736.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. *Psychological Science in the Public Interest*, 16(2), 40–68.
- Anna Stasiuk-Piekarska, A. (2021). The impact of remote work on Human Well-Being. *EUROPEAN RESEARCH STUDIES JOURNAL*, XXIV(Special Issue 5), 726–741.
- Aslan, M., Yaman, F., Aksu, A., & Güngör, H. (2022). Task performance and job satisfaction under the effect of remote working: Call center evidence. *Economics & Sociology*, 15(1), 284–296. <https://doi.org/10.14254/2071-789x.2022/15-1/18>
- Awala, F. & Highstone International University California USA. (2024). Effect Of Remote Work On Employee's Performance: A Study Of Ultima Studio, Lagos Nigeria. *International Journal of Humanities Social Science and Management (IJHSSM)*, 4(1), 577–591. Retrieved from https://ijhssm.org/issue_dcp/Effect%20Of%20Remote%20Work%20On%20Employee%20s%20Performance%20A%20Study%20Of%20Ultima%20Studio,%20Lagos%20Nigeria.pdf
- Barrero, J. M., Bloom, N., & Davis, S. J. (2021). Why working from home will stick." *National Bureau of Economic Research*.
- Baxi, Belur & Atre, Dipalee. (2024). Job Satisfaction: Understanding the Meaning, Importance, and Dimensions. *Journal of Management and Entrepreneurship Research*. 18. 34-40.

- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *The Quarterly Journal of Economics*, 130(1), 165–218.
- Chmeis, S. T. J., & Zeine, H. M. (2024). The Effect of Remote Work on Employee Performance. *Asian Business Research*, 9(1), 1. <https://doi.org/10.20849/abr.v9i1.1424>
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384.
- Eurofound. (2020). Living, working and COVID-19.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- García-Salirrosas, E. E., Rondon-Eusebio, R. F., Geraldo-Campos, L. A., & Acevedo-Duque, Á. (2023). Job Satisfaction in Remote Work: The Role of Positive Spillover from Work to Family and Work–Life Balance. *Behavioral Sciences*, 13(11), 916. <https://doi.org/10.3390/bs13110916>
- Jamaludin, N. L., 1, & Ahmad Kamal, S., 2. (2023). The Relationship between Remote Work and Job Satisfaction: The Mediating Role of Perceived Autonomy. *Information Management and Business Review*, 15(3), 10–22.
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369.
- OECD. (2021). Productivity gains from teleworking in the post COVID-19 era: How can public policies make it happen?

- Pintea, M., & Achim, L. M. (2010). PERFORMANCE - AN EVOLVING CONCEPT. *Annals of University of Craiova - Economic Sciences Series*, 2(38), 1–12. Retrieved from https://econpapers.repec.org/article/aioaucsse/v_3a2_3ay_3a2010_3ai_3a12_3ap_3a82-93.htm
- Raj, R., Kumar, V., Sharma, N. K., Singh, S., Mahlawat, S., & Verma, P. (2023). The study of remote working outcome and its influence on firm performance. *Social Sciences & Humanities Open*, 8(1), 100528. <https://doi.org/10.1016/j.ssaho.2023.100528>
- Rañeses, M. S., Nisa, N. U., Bacason, E. S., & Martir, S. (2022). Investigating the impact of remote working on employee productivity and work-life balance: A study on the business consultancy industry in Dubai, UAE. *International Journal of Business and Administrative Studies*, 8(2). <https://doi.org/10.20469/ijbas.8.10002-2>
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective." *Applied Psychology*, 70(1), 16–59.