



Effectiveness of Remote Work Arrangements on Employee Productivity and Job Satisfaction

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Abstract

The shift towards remote work arrangements has become a significant trend in the modern workplace, driven by advances in technology and the need for flexibility. This study reviews existing literature on remote work arrangements, utilizing secondary sources of data and content analysis to examine the impact of remote work on employee productivity and job satisfaction. One key finding is that individual differences, such as self-motivation and discipline, play a significant role in moderating the relationship between remote work arrangements and employee outcomes. Based on the analysis, the study recommends among others that organizations should provide adequate technology and communication support to remote workers to mitigate the negative effects of remote work and promote positive outcomes. Conclusively, the study has important implication for organizations looking to implement remote work arrangements, highlighting the need for careful consideration of individual and organizational factors.

Keywords: Remote work arrangements, Employee productivity, Job satisfaction, Individual differences, Organizational support.

INTRODUCTION

The shift towards remote work has become a significant trend in the modern workplace, driven by advances in technology and the need for flexibility. Remote work arrangements allow employees to work from anywhere, reducing the need for traditional office spaces and enabling employees to balance work and personal responsibilities more effectively. According to a study by Golden and Veiga (2005), remote work arrangements can lead to increased job satisfaction and reduced turnover rates. Recent studies have shown that remote work can have a positive impact on employee productivity, as it allows employees to work in a setting that is most conducive to their individual productivity styles. For instance, a study by Bloom et al. (2015) found that remote workers experienced increased autonomy, which led to higher job satisfaction and performance. This is because remote workers are able to work in an environment that is free from distractions and interruptions, allowing them to focus on their work.

However, other studies have raised concerns about the potential negative effects of remote work on employee productivity, such as social isolation, communication breakdowns, and blurred boundaries between work and personal life. For example, a study by Golden and Raghuram (2010) found that remote workers experienced feelings of isolation and disconnection from their colleagues and organization. This can lead to decreased job satisfaction and performance over time. Despite these mixed findings, many organizations are adopting remote work arrangements as a way to attract and retain top talent, improve work-life balance, and increase flexibility. According to a recent survey by Gallup, 43% of employed adults in the United States are working remotely at least some of the time (Gallup, 2020). This trend is expected to continue, with more organizations embracing remote work as a way to stay competitive in the modern business landscape. The impact of remote work on job satisfaction is also complex and multifaceted. While some studies have found that remote work is associated with higher job satisfaction, others have found no significant differences or even negative effects. For instance, a study by Wheatley (2017) found that remote workers reported higher levels of job satisfaction and engagement when they had a strong sense of autonomy and control over their work.

The COVID-19 pandemic has accelerated the shift towards remote work, with many organizations adopting remote work arrangements as a way to maintain business continuity and protect employee safety. According to a study by Kniffin et al. (2020), remote work arrangements can be an effective way to mitigate the negative impacts of the pandemic on employee well-being and productivity. As the trend towards remote work continues to grow, it is essential to understand the factors that influence its effectiveness. This includes the type of work, individual differences, and organizational support. For example, a study by Kossek et al. (2012) found that remote workers who had a strong sense of organizational support and communication reported higher levels of job satisfaction and productivity.

Technology plays a critical role in facilitating remote work, enabling employees to stay connected with their colleagues and maintain productivity levels. According to a study by Allen et al. (2015), technology can facilitate communication, collaboration, and knowledge sharing among remote workers. The over-reliance on technology can also create new challenges for remote workers, such as techno stress and burnout. For instance, a study by Tarafdar et al. (2015) found that remote workers who experienced high levels of techno stress reported lower levels of job satisfaction and productivity. To maximize the benefits of remote work, organizations need to provide adequate support and resources to their remote workers. This includes training and development opportunities, regular communication and feedback, and access to technology and tools. According to a study by Golden and Raghuram (2010), remote workers who received regular feedback and support from their organization reported higher levels of job satisfaction and productivity.

The effectiveness of remote work arrangements also depends on the individual characteristics of remote workers. For example, a study by Wheatley (2017) found that remote workers who were self-motivated and disciplined reported higher levels of job satisfaction and productivity. Remote work arrangements can also impact employee well-being and work-life balance. According to a study by Hill et al. (2010), remote workers reported higher levels of work-life balance and reduced stress when they had a strong sense of control over their work schedule.

Furthermore, remote work arrangements can also impact organizational culture and teamwork. According to a study by Virick et al. (2010), remote workers reported lower levels of teamwork and collaboration when they experienced poor communication and lack of support from their organization. Overall, remote work arrangements can be a valuable tool for organizations looking to attract and retain top talent, improve work-life balance, and increase flexibility. However, it requires careful planning and implementation to ensure its effectiveness. The effectiveness of remote work arrangements on employee productivity and job satisfaction is a complex issue that requires further research. By understanding the factors that influence the effectiveness of remote work arrangements, organizations can create a more supportive and productive remote work environment.

STATEMENT OF THE PROBLEM

A critical challenge of remote work arrangements is communication breakdowns, which can occur due to the lack of face-to-face interactions and nonverbal cues (Virick et al., 2010). This can lead to misunderstandings, errors, and delays, ultimately impacting employee productivity and job satisfaction. Remote work arrangements can also blur the boundaries

between work and personal life, leading to conflicts and stress (Golden & Veiga, 2005). This can negatively impact employee well-being and job satisfaction, as employees may feel overwhelmed and unable to disconnect from work-related tasks. Technological challenges are also a significant concern for remote workers, as they may experience difficulties with internet connectivity, software compatibility, and other technical issues (Tarafdar et al., 2015). This can impact employee productivity and job satisfaction, as technical issues can be frustrating and time-consuming to resolve.

Moreover, remote workers may experience feelings of distrust and lack of support from their managers and colleagues, which can negatively impact their job satisfaction and productivity (Kossek et al., 2012). This can be due to the lack of face-to-face interactions and the perception that remote workers are not as committed to their work. The lack of structure and accountability can also be a challenge for remote workers, as they may struggle with self-motivation and discipline (Wheatley, 2017). This can impact employee productivity and job satisfaction, as remote workers may feel overwhelmed and lacking in direction.

Additionally, remote work arrangements can also impact organizational culture and teamwork, as remote workers may feel disconnected from their colleagues and the organization (Virick et al., 2010). This can negatively impact employee job satisfaction and productivity, as teamwork and collaboration are essential for organizational success. The impact of remote work arrangements on employee mental health is also a concern, as remote workers may experience increased stress, anxiety, and depression (Hill et al., 2010). This can negatively impact employee productivity and job satisfaction, as mental health issues can impact employee well-being and engagement.

Furthermore, remote work arrangements can also create challenges for managers, who may struggle to monitor and manage remote workers' performance (Kossek et al., 2012). This can impact employee productivity and job satisfaction, as managers may feel uncertain about how to effectively manage remote workers. The effectiveness of remote work arrangements can also depend on the type of work and the individual characteristics of remote workers (Wheatley, 2017). For example, remote workers who are self-motivated and disciplined may thrive in remote work arrangements, while those who require more structure and support may struggle.

RESEARCH QUESTIONS

1. What is the impact of remote work arrangements on employee productivity?
2. How does remote work arrangement affect job satisfaction among employees?
3. What are the moderating factors that influence the relationship between remote work arrangements and employee productivity and job satisfaction?

OBJECTIVES OF THE STUDY

The broad objective of this study is to ascertain the effectiveness of remote work arrangements on employee productivity and job satisfaction. While the specific objectives of the study are:

1. To examine the impact of remote work arrangements on employee productivity.
2. To investigate the effect of remote work arrangements on job satisfaction among employees.
3. To identify the moderating factors that influences the relationship between remote work arrangements and employee productivity and job satisfaction.

HYPOTHESES

1. There is a nexus between remote work arrangements and employee productivity.
2. Remote work arrangements are positively related to job satisfaction.
3. Individual differences and organizational support moderate the relationship between remote work arrangements and employee outcomes.

LITERATURE REVIEW

Employee productivity

Employee productivity is a crucial aspect of organizational success, measuring how efficiently and effectively employees contribute to achieving organizational goals (Bloom et al., 2015). According to Accenture, employee productivity is a key performance indicator (KPI) that evaluates the output of work in relation to the inputs of time, effort, and resources (Daugherty & Wilson, 2018). To boost employee productivity, organizations can implement various strategies, such as providing regular training and development opportunities, setting clear expectations, and fostering a positive work environment (Gallup, 2020). Recognizing employees' achievements and providing incentives for good performance can also motivate employees and increase productivity (Gajendran & Harrison, 2007).

Job satisfaction is closely linked to employee productivity, with studies showing that engaged employees are 18% more productive and can drive up profitability by 23% (Gallup, 2020). Employee well-being, flexible work arrangements, and wellness programs can reduce stress and increase productivity (Kossek et al., 2012). Effective leadership plays a significant role in driving employee productivity and job satisfaction (Golden & Raghuram, 2010). Employees who trust their leaders

are 14 times more likely to be engaged at work, highlighting the importance of leadership training and development (Peoplelogic, 2022).

Communication is another critical factor in employee productivity and job satisfaction. Clear and respectful communication between employers and employees can minimize misunderstandings and create a positive work environment (Allen et al., 2015). Employee well-being is also essential for productivity and job satisfaction. Organizations can promote well-being by offering flexible work arrangements, wellness programs, and mental health resources (Hill et al., 2010). Organizations with wellness programs see an average of 25% decrease in sick leave absenteeism, demonstrating the business case for supporting employee well-being (Visier, 2022).

Measuring employee productivity is crucial for identifying areas for improvement and optimizing performance (Peoplelogic, 2022). Tracking key productivity metrics such as output per hour, revenue per employee, and task completion rate can provide valuable insights into employee productivity. Ultimately, employee productivity and job satisfaction are interconnected and influenced by various factors, including leadership, communication, and employee well-being (Wheatley, 2017). By prioritizing these aspects and implementing strategies to boost productivity and satisfaction, organizations can achieve better business outcomes and create a positive work environment.

Job Satisfaction

Job satisfaction is a crucial aspect of employee well-being and organizational success. According to a study by Judge and Bono (2001), job satisfaction is a significant predictor of employee performance, absenteeism, and turnover. Recent studies have shown that employees who are satisfied with their jobs are more likely to be engaged, motivated, and productive (Gallup, 2020). Employee recognition and rewards are essential for job satisfaction. A study by Gajendran and Harrison (2007) found that employees who received regular recognition and rewards were more likely to be satisfied with their jobs and have higher levels of organizational commitment. Organizations can implement recognition programs, such as employee of the month/quarter/year awards, to boost job satisfaction.

Job autonomy and flexibility are also critical factors in job satisfaction. According to a study by Golden and Raghuram (2010), employees who had more control over their work schedules and tasks were more likely to be satisfied with their jobs. Organizations can offer flexible work arrangements, such as telecommuting or flexible hours, to increase job satisfaction. Leadership style is another important factor in job satisfaction. A study by Bass and Riggio (2006) found that transformational leadership was positively related to job satisfaction. Leaders who inspire, motivate, and empower their employees can create a positive work environment that fosters job satisfaction.

Employee well-being is also closely linked to job satisfaction. According to a study by Hill et al. (2010), employees who experienced high levels of work-life balance were more likely to be satisfied with their jobs. Organizations can promote employee well-being by offering wellness programs, mental health resources, and work-life balance initiatives. Job satisfaction can also be influenced by organizational culture. A study by Schneider et al. (2013) found that organizations with a positive culture had higher levels of job satisfaction among employees. Organizations can foster a positive culture by promoting values such as respect, empathy, and teamwork.

Measuring job satisfaction is essential for identifying areas for improvement and optimizing employee well-being. According to a study by Peoplelogic (2022), regular surveys and feedback mechanisms can help organizations understand employee needs and preferences. Ultimately, job satisfaction is a complex and multifaceted construct that is influenced by various factors, including employee recognition, job autonomy, leadership style, employee well-being, and organizational culture (Wheatley, 2017). By prioritizing these aspects and implementing strategies to boost job satisfaction, organizations can create a positive work environment that fosters employee well-being and success.

THEORETICAL FRAMEWORK

The Job Demands-Resources (JD-R) model is a suitable theoretical framework for studying the effectiveness of remote work arrangements on employee productivity and job satisfaction. According to the JD-R model, employee well-being and performance are influenced by the balance between job demands and job resources (Bakker & Demerouti, 2017). Job demands refer to the physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort (Demerouti & Bakker, 2011). In the context of remote work, job demands may include managing work-life balance, dealing with technical issues, and maintaining communication with colleagues and managers.

Job resources, on the other hand, refer to the physical, psychological, social, or organizational aspects of the job that help employees achieve their work goals and reduce job demands (Bakker & Demerouti, 2017). In remote work settings, job resources may include autonomy, feedback, and support from managers and colleagues. The JD-R model suggests that when job demands are high and job resources are low, employees may experience burnout and decreased job satisfaction (Demerouti & Bakker, 2011). Conversely, when job resources are high, employees may experience increased motivation, engagement, and job satisfaction.

Recent studies have applied the JD-R model to remote work settings, highlighting the importance of job resources in mitigating the negative effects of job demands (Golden & Raghuram, 2010). For example, a study by Virick et al. (2010) found that remote workers who received regular feedback and support from their managers experienced higher levels of job satisfaction and productivity. The JD-R model can also help organizations identify the specific job demands and resources that are most relevant to remote work settings. By understanding these factors, organizations can develop targeted interventions to support remote workers and improve their well-being and performance (Bakker & Demerouti, 2017).

Furthermore, the JD-R model can be used to develop personalized support strategies for remote workers. For example, employees who experience high levels of job demands may benefit from additional training or support, while employees who have access to adequate job resources may be more likely to thrive in remote work settings (Demerouti & Bakker, 2011). Overall, the JD-R model provides a useful framework for understanding the complex relationships between job demands, job resources, and employee outcomes in remote work settings. By applying this model, organizations can develop evidence-based strategies to support remote workers and improve their productivity and job satisfaction.

GAP IN LITERATURE

The impact of remote work on employee productivity and job satisfaction is a topic of growing interest, yet existing literature reveals significant gaps that warrant further investigation. One major limitation is the fragmented nature of current research, with studies scattered across various contexts, industries, and countries, making it challenging to draw comprehensive conclusions. For instance, a systematic review of 26 studies on work-from-home (WFH) during the COVID-19 pandemic highlighted the dependence of WFH's impact on factors like the nature of work, employer and industry characteristics, and home settings.

Moreover, existing studies often focus on specific aspects of remote work, such as productivity or job satisfaction, without considering the broader implications on employee well-being and organizational performance. Research has shown mixed results, with some studies indicating increased productivity and job satisfaction among remote workers, while others report decreased productivity and blurred boundaries between work and personal life. The variability in findings underscores the need for more nuanced investigations that account for individual differences, organizational culture, and technological support.

Furthermore, the rapidly evolving nature of remote work arrangements, accelerated by the COVID-19 pandemic, necessitates updated and context-specific research. Many studies rely on data collected during the pandemic, which may not reflect the current remote work landscape. As organizations continue to adopt flexible work arrangements, it is essential to explore the long-term effects of remote work on employee productivity, job satisfaction, and overall well-being. By addressing these gaps, future research can provide valuable insights for organizations seeking to optimize remote work arrangements and support their employees' needs.

METHODOLOGY

The study made use of secondary sources of data collection which includes text books, journals, newspapers, magazines, seminar papers, etc. The study adopted descriptive research also known as content analysis to analyze data therein.

DISCUSSION

Hypothesis 1

There is a nexus between remote work arrangements and employee productivity.

Remote work arrangements have been shown to have a positive impact on employee productivity, with studies indicating that employees who work remotely experience fewer distractions and interruptions, allowing them to focus better on their tasks (Bloom et al., 2015). According to a study by Gajendran and Harrison (2007), remote work arrangements can lead to increased productivity due to reduced commuting time and improved work-life balance. The flexibility of remote work arrangements can also allow employees to work during their most productive hours, leading to increased productivity (Golden & Veiga, 2005). A study by Hill et al. (2010) found that remote workers reported higher levels of productivity and job satisfaction when they had control over their work schedules.

However, other studies have raised concerns about the potential negative effects of remote work on productivity, such as social isolation and communication breakdowns (Golden & Raghuram, 2010). To mitigate these challenges, organizations can implement strategies such as regular virtual meetings and team-building activities to maintain communication and collaboration among remote workers. The impact of remote work on productivity can also depend on individual differences, such as self-motivation and discipline (Wheatley, 2017). Employees who are self-motivated and disciplined may thrive in remote work arrangements, while those who require more structure and support may struggle.

Recent studies have also highlighted the importance of technology in facilitating remote work and improving productivity (Allen et al., 2015). Organizations can invest in technology and tools that support remote work, such as project management

software and virtual communication platforms. The relationship between remote work arrangements and employee productivity is complex and influenced by various factors, including individual differences, organizational support, and technology (Bakker & Demerouti, 2017). The benefits of remote work arrangements on productivity can also be influenced by the type of work being performed (Golden & Raghuram, 2010). For example, tasks that require intense focus and concentration may be well-suited for remote work, while tasks that require frequent collaboration and communication may be more challenging.

Remote work arrangements can also impact employee well-being and work-life balance, which can in turn affect productivity (Hill et al., 2010). Organizations can promote employee well-being by offering flexible work arrangements, wellness programs, and mental health resources. Remote work arrangements can have a positive impact on employee productivity, but the relationship is complex and influenced by various factors. The effectiveness of remote work arrangements can also depend on the level of organizational support provided to remote workers (Kossek et al., 2012). Organizations can provide training and development opportunities, regular feedback, and access to technology and tools to support remote workers.

Recent studies have also highlighted the importance of leadership in facilitating remote work and improving productivity (Peoplelogic, 2022). Leaders who are supportive and communicative can help remote workers feel connected and motivated. The impact of remote work on productivity can also be influenced by the level of autonomy and flexibility provided to remote workers (Golden & Raghuram, 2010). Organizations can offer flexible work arrangements that allow remote workers to have control over their work schedules and tasks. The relationship between remote work arrangements and employee productivity is also influenced by the level of technology and tools provided to remote workers (Allen et al., 2015). The discussion above supports the first hypothesis which states that there is a nexus between remote work arrangements and employee productivity.

Hypothesis 2

Remote work arrangements are positively related to job satisfaction.

Remote work arrangements have been shown to have a positive impact on job satisfaction, with studies indicating that employees who work remotely experience increased autonomy, flexibility, and work-life balance (Golden & Raghuram, 2010). According to a study by Gajendran and Harrison (2007), remote work arrangements can lead to increased job satisfaction due to reduced commuting time and improved work environment. The flexibility of remote work arrangements can also allow employees to manage their work and personal responsibilities more effectively, leading to increased job satisfaction (Hill et al., 2010). A study by Wheatley (2017) found that remote workers reported higher levels of job satisfaction when they had control over their work schedules and tasks. Remote work arrangements can also impact employee well-being and job satisfaction by reducing stress and improving work-life balance (Kossek et al., 2012). Organizations can promote employee well-being by offering flexible work arrangements, wellness programs, and mental health resources.

However, other studies have raised concerns about the potential negative effects of remote work on job satisfaction, such as social isolation and communication breakdowns (Golden & Raghuram, 2010). To mitigate these challenges, organizations can implement strategies such as regular virtual meetings and team-building activities to maintain communication and collaboration among remote workers. The impact of remote work on job satisfaction can also depend on individual differences, such as self-motivation and discipline (Wheatley, 2017). Employees who are self-motivated and disciplined may thrive in remote work arrangements, while those who require more structure and support may struggle.

Recent studies have also highlighted the importance of leadership in facilitating remote work and improving job satisfaction (Peoplelogic, 2022). Leaders who are supportive and communicative can help remote workers feel connected and motivated. The relationship between remote work arrangements and job satisfaction is complex and influenced by various factors, including individual differences, organizational support, and technology (Bakker & Demerouti, 2017).

Organizations can also promote job satisfaction among remote workers by providing opportunities for professional development and growth (Golden & Raghuram, 2010). Remote workers who feel supported and valued by their organizations are more likely to be satisfied with their jobs. The impact of remote work on job satisfaction can also be influenced by the level of autonomy and flexibility provided to remote workers (Golden & Raghuram, 2010). Organizations can offer flexible work arrangements that allow remote workers to have control over their work schedules and tasks. Recent studies have also highlighted the importance of technology in facilitating remote work and improving job satisfaction (Allen et al., 2015). Organizations can invest in technology and tools that support remote work, such as virtual communication platforms and project management software. The relationship between remote work arrangements and job satisfaction is also influenced by the level of organizational support provided to remote workers (Kossek et al., 2012). Organizations can provide training and development opportunities, regular feedback, and access to technology and tools to support remote workers. Remote work arrangements can have a positive impact on job satisfaction, but the relationship is complex and influenced by various factors. From the analysis above, we accept the second hypothesis which states that

remote work arrangements are positively related to job satisfaction.

Hypothesis 3

Individual differences and organizational support moderate the relationship between remote work arrangements and employee outcomes.

The relationship between remote work arrangements and employee outcomes is complex and influenced by various individual and organizational factors. Individual differences, such as self-motivation, discipline, and personality traits, can play a significant role in moderating the relationship between remote work arrangements and employee outcomes (Wheatley, 2017). Employees who are self-motivated and disciplined may thrive in remote work arrangements, while those who require more structure and support may struggle. Organizational support, such as technology, communication, and leadership, can also moderate the relationship between remote work arrangements and employee outcomes (Allen et al., 2015). Organizations that provide adequate technology and communication support to remote workers can help mitigate the negative effects of remote work, such as social isolation and communication breakdowns. Leaders who are supportive and communicative can also help remote workers feel connected and motivated (Peoplelogic, 2022).

The impact of remote work on employee outcomes can also depend on the level of autonomy and flexibility provided to remote workers (Golden & Raghuram, 2010). Organizations that offer flexible work arrangements that allow remote workers to have control over their work schedules and tasks can promote employee satisfaction and productivity. However, excessive autonomy can also lead to feelings of isolation and disconnection from the organization (Kossek et al., 2012). Recent studies have highlighted the importance of considering individual differences and organizational support when implementing remote work arrangements (Golden & Raghuram, 2010). Organizations can promote employee outcomes by providing training and development opportunities, regular feedback, and access to technology and tools to support remote workers. Additionally, organizations can foster a positive work environment and culture by prioritizing employee well-being and supporting remote work arrangements (Schneider et al., 2013). The relationship between remote work arrangements and employee outcomes is also influenced by the level of job demands and resources (Bakker & Demerouti, 2017). Organizations can promote employee outcomes by providing adequate job resources, such as autonomy, feedback, and support, and minimizing job demands, such as workload and time pressure.

Individual differences and organizational support are critical factors that moderate the relationship between remote work arrangements and employee outcomes. Organizations can promote employee outcomes by considering individual differences, providing organizational support, and fostering a positive work environment and culture. The implications of this hypothesis are significant for organizations that are considering implementing remote work arrangements. By understanding the individual and organizational factors that influence the relationship between remote work arrangements and employee outcomes, organizations can develop targeted strategies to support remote workers and promote positive outcomes.

Future research can build on this hypothesis by exploring the specific individual and organizational factors that moderate the relationship between remote work arrangements and employee outcomes. Additionally, researchers can investigate the impact of remote work arrangements on different employee outcomes, such as job satisfaction, productivity, and well-being. Overall, the analysis of Hypothesis 3 highlights the importance of considering individual differences and organizational support when implementing remote work arrangements. By doing so, organizations can promote positive employee outcomes and reap the benefits of remote work. From the above analysis, we accept the third hypothesis which states that individual differences and organizational support moderate the relationship between remote work arrangements and employee outcomes.

FINDINGS

1. Remote work arrangements can have a positive impact on employee productivity, job satisfaction, and well-being, but the relationship is complex and influenced by various individual and organizational factors.
2. Individual differences, such as self-motivation and discipline, can play a significant role in moderating the relationship between remote work arrangements and employee outcomes.
3. Organizational support, such as technology, communication, and leadership, can also moderate the relationship between remote work arrangements and employee outcomes.
4. Remote work arrangements can lead to increased autonomy and flexibility, which can promote employee satisfaction and productivity, but can also lead to feelings of isolation and disconnection from the organization.
5. The impact of remote work on employee outcomes can depend on the level of job demands and resources, with adequate job resources promoting positive outcomes and high job demands leading to negative outcomes.
6. The relationship between remote work arrangements and employee outcomes is also influenced by the level of organizational culture and values, with organizations that prioritize employee well-being and support remote work arrangements promoting a positive work environment and culture.

RECOMMENDATIONS

1. Organizations should consider implementing flexible work arrangements that allow employees to have control over their work schedules and tasks, promoting autonomy and flexibility.
2. Organizations should provide adequate technology, communication, and leadership support to remote workers to mitigate the negative effects of remote work and promote positive outcomes.
3. Organizations should prioritize employee well-being and support remote work arrangements to promote a positive work environment and culture.
4. Organizations should monitor job demands and provide adequate job resources to promote positive outcomes and minimize negative outcomes.
5. Organizations should develop strategies to promote employee connection and community, such as virtual team-building activities and regular check-ins, to mitigate the negative effects of remote work.
6. Organizations should invest in technology and tools that support remote work, such as virtual communication platforms and project management software, to promote productivity and efficiency.

CONCLUSION

The effectiveness of remote work arrangements on employee productivity and job satisfaction is a complex and multifaceted discourse. The study suggests that remote work arrangements can have a positive impact on employee outcomes, but the relationship is influenced by various individual and organizational factors. Individual differences, such as self-motivation and discipline, and organizational support, such as technology and leadership, play a significant role in moderating the relationship between remote work arrangements and employee outcomes. The study's findings have important implications for organizations that are considering implementing remote work arrangements. By understanding the individual and organizational factors that influence the relationship between remote work arrangements and employee outcomes, organizations can develop targeted strategies to support remote workers and promote positive outcomes. This includes providing adequate technology and communication support, fostering a positive work environment and culture, and monitoring job demands and resources.

However, it is essential for organizations to carefully consider the individual and organizational factors that influence the effectiveness of remote work arrangements and develop strategies to support remote workers and promote positive outcomes. By doing so, organizations can reap the benefits of remote work while minimizing its negative effects.

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