

## Impact of Remote Work on Employee Productivity and Job Satisfaction: The Role of Work-Life Balance and Organizational Support

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### Abstract:

This study investigates the impact of remote work on employee productivity and job satisfaction, emphasizing the mediating role of work-life balance and the moderating effect of organizational support. The research aims to address the growing importance of remote work in the post-COVID-19 era and fill gaps in understanding how work-life balance and organizational support influence these relationships. A quantitative research design was employed, collecting data from 400 employees engaged in remote work through convenience sampling. Data were analyzed using SmartPLS Structural Equation Modeling (SEM) to test the hypothesized relationships. The findings reveal that remote work positively influences employee productivity and job satisfaction, with work-life balance acting as a significant mediator. Additionally, organizational support was found to strengthen these relationships, serving as a critical moderator. These results contribute to the theoretical understanding of remote work dynamics through the lens of Social Exchange Theory and the Job Demands-Resources (JD-R) model. Managerial implications include the need for organizations to enhance support mechanisms and foster work-life balance initiatives to maximize the benefits of remote work. This study provides a comprehensive framework for organizations aiming to optimize employee outcomes in increasingly virtual work environments.

**Keywords:** Remote Work, Employee Productivity, Job Satisfaction, Work-Life Balance, Organizational Support, SmartPLS, Structural Equation Modeling.

### 1. INTRODUCTION

Remote work, defined as the execution of job responsibilities outside traditional office settings through digital technologies, has experienced unprecedented growth, particularly following the COVID-19 pandemic. This shift has transformed organizational structures and employee experiences globally, making remote work an integral component of contemporary work environments. The pandemic accelerated adoption, compelling organizations to reassess traditional work paradigms and explore flexible arrangements to maintain operational continuity.

Despite the widespread adoption, the impact of remote work on employee productivity and job satisfaction remains complex and multifaceted. While some studies highlight enhanced productivity and satisfaction due to flexibility and autonomy, others report challenges such as isolation and blurred work-life boundaries. The role of work-life balance as a mediator in this dynamic is critical, as it reflects employees' ability to harmonize professional and personal demands, influencing their overall well-being and work outcomes.

Moreover, organizational support emerges as a vital moderator, potentially amplifying or mitigating the effects of remote work on employee outcomes. Supportive organizational practices, including communication, resources, and managerial empathy, can foster a conducive remote work environment, enhancing employee engagement and performance.

Existing literature reveals gaps in integrating these constructs within a comprehensive model, particularly employing robust analytical techniques like SmartPLS SEM to validate complex relationships. This study aims to fill this void by examining how remote work influences employee productivity and job satisfaction through work-life balance, moderated by organizational support. The objectives are to (1) assess the direct effects of remote work on productivity and satisfaction, (2) explore the mediating role of work-life balance, and (3) evaluate the moderating impact of organizational support.

### 2. LITERATURE REVIEW

**Remote Work and Productivity:** Remote work's influence on productivity has been extensively debated. Studies indicate that remote work can enhance productivity by reducing commute times, providing flexible schedules, and enabling personalized work environments (Bloom et al., 2019). Conversely, some research highlights distractions and lack of supervision as productivity inhibitors (Choudhury et al., 2020). The heterogeneity in findings underscores the need to contextualize productivity outcomes within mediating and moderating variables.

**Job Satisfaction:** Job satisfaction, defined as the positive emotional state resulting from appraisal of one's job, is closely linked to remote work (Gajendran & Harrison, 2007). Remote work often increases satisfaction by offering autonomy and work-life integration (Allen et al., 2015). However, feelings of isolation and communication barriers may reduce satisfaction (Tavares, 2017). Thus, understanding factors that influence this relationship is essential.

**Work-Life Balance :** Work-life balance (WLB) refers to an individual's ability to effectively manage work and personal life demands. WLB has been identified as a critical mediator between remote work and employee outcomes (Kossek et al., 2014). Remote work can either enhance WLB through flexibility or disrupt it due to blurred boundaries (Derks et al., 2014). Empirical evidence supports WLB's mediating role in improving productivity and satisfaction (Hill et al., 2018).

**Organizational Support :** Perceived organizational support (POS) involves employees' beliefs about the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS moderates remote work outcomes by providing resources, emotional support, and fostering trust (Rhoades & Eisenberger, 2002). High organizational support can buffer remote work challenges, enhancing positive outcomes (Caillier, 2016).

**Theoretical Foundation:** This study is grounded in two prominent theoretical frameworks: Social Exchange Theory (SET) and the Job Demands-Resources (JD-R) model, which together provide a comprehensive lens for understanding the dynamics of remote work and its impact on employee outcomes. Social Exchange Theory, originally proposed by Blau (1964), emphasizes the reciprocal nature of relationships between employees and their organizations. According to SET, employees and organizations engage in a continuous exchange of resources, support, and rewards, which shapes employee attitudes, behaviours, and overall engagement. Within the context of this study, remote work arrangements and organizational support are conceptualized as key elements of this exchange process. Remote work offers employees greater autonomy and flexibility, which can be perceived as valuable resources provided by the organization. In return, employees may reciprocate through increased commitment, productivity, and job satisfaction. Organizational support, encompassing managerial backing, provision of resources, and supportive policies, further reinforces this exchange by signaling the organization's investment in employee well-being. This reciprocal relationship thus forms the foundation for understanding how remote work and organizational support jointly influence employee outcomes. Complementing SET, the Job Demands-Resources model (Demerouti et al., 2001) provides a robust framework for examining how various job characteristics affect employee well-being and performance. The JD-R model categorizes workplace factors into demands and resources, where job demands refer to physical, psychological, or social aspects of the job that require sustained effort and may lead to strain, while job resources are those aspects that help achieve work goals, reduce demands, or stimulate personal growth. In the context of remote work, employees face unique job demands such as social isolation, blurred boundaries between work and personal life, and potential communication challenges. Conversely, remote work also provides significant job resources, including increased autonomy, flexibility in scheduling, and reduced commuting stress. Work-life balance (WLB) emerges as a critical mediating factor within this framework, as it helps buffer the negative effects of job demands and enhances the positive influence of job resources on outcomes such as stress reduction, productivity, and job satisfaction. By mediating the relationship between remote work and employee outcomes, WLB reflects the degree to which employees can effectively manage and integrate their professional and personal responsibilities.

Together, these two theories offer a nuanced understanding of the mechanisms through which remote work arrangements impact employee productivity and satisfaction. SET highlights the importance of reciprocal social exchanges fostered by organizational support and remote work flexibility, while the JD-R model elucidates how the balance between job demands and resources shapes employee well-being through the mediating role of work-life balance. This integrated theoretical foundation supports the study's conceptual model, providing a solid basis for examining the direct, indirect, and conditional relationships among remote work, organizational support, work-life balance, and employee outcomes.

### 3. CONCEPTUAL FRAMEWORK

The proposed model conceptualizes remote work as the independent variable influencing two dependent variables: employee productivity and job satisfaction. Work-life balance functions as a mediator, explaining the mechanism through which remote work affects these outcomes. Organizational support serves as a moderator, strengthening or weakening the relationships between remote work and employee outcomes.

The framework hypothesizes direct positive effects of remote work on productivity and satisfaction, indirect effects via work-life balance, and interaction effects moderated by organizational support. The following hypotheses provide a detailed framework for investigating the multifaceted relationships within the model.

**H1:** Remote Work has a significant positive effect on Employee Productivity.

**H2:** Remote Work has a significant positive effect on Job Satisfaction.

**H3:** Remote Work has a significant positive effect on Work-Life Balance.

**H4:** Work-Life Balance has a significant positive effect on Employee Productivity.

**H5:** Work-Life Balance has a significant positive effect on Job Satisfaction.

**H6:** Work-Life Balance mediates the relationship between Remote Work and Employee Productivity.

**H7:** Work-Life Balance mediates the relationship between Remote Work and Job Satisfaction.

**H8:** Organizational Support moderates the relationship between Remote Work and Work-Life Balance.

### 5. RESEARCH METHODOLOGY

A quantitative research design was adopted to test the proposed hypotheses. Data were collected via an online survey administered to 400 employees currently engaged in remote work, selected through convenience sampling. The questionnaire utilized a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree) to measure all constructs. Remote work, work-life balance, organizational support, employee productivity, and job satisfaction were operationalized using validated scales adapted from prior studies.

Data analysis was conducted using SPSS for demographic analysis and EFA and SmartPLS 4 for Structural Equation Modeling (SEM). SmartPLS was chosen for its robustness in handling complex models with mediators and moderators, and its suitability for predictive analysis.

### 6. DATA ANALYSIS & INTERPRETATION

Table 1 (Demographic Profile) provides an overview of the sample characteristics, ensuring the representativeness and relevance of the data to the target population.

**Table 1: Demographic Profile**

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	220	55
	Female	180	45
Age	18-25	60	15
	26-35	180	45
	36-45	100	25
	46+	60	15
Job Tenure	<1 year	40	10
	1-3 years	140	35
	4-6 years	120	30
	>6 years	100	25

An Exploratory Factor Analysis (EFA) was initially conducted to identify the underlying factor structure of the measurement items and to ensure that the constructs included in the study are conceptually distinct and empirically valid. This preliminary analysis helped in refining the measurement model by confirming that the observed variables appropriately load onto their respective latent constructs, thereby establishing a solid foundation for subsequent confirmatory analyses.

Following the EFA, Tables 2 (Measurement Model), 3 (Fornell-Larcker Criterion), and 4 (HTMT Ratio) collectively establish the reliability and validity of the constructs used in the study. Table 2 demonstrates that the measurement model meets the required thresholds for indicator reliability, internal consistency, and convergent validity. Specifically, indicator reliability is confirmed with factor loadings exceeding the recommended threshold of 0.70. Internal consistency is supported by Composite Reliability (CR) values above 0.70, and convergent validity is established with Average Variance Extracted (AVE) values exceeding 0.50.

Tables 3 and 4 confirm discriminant validity through two complementary criteria. Table 3 uses the Fornell-Larcker criterion, where the square root of the AVE for each construct is greater than its correlations with other constructs, indicating distinctiveness among constructs. Table 4 applies the Heterotrait-Monotrait (HTMT) ratio, with all HTMT values below the conservative threshold of 0.85, further supporting discriminant validity and ensuring that constructs measure unique theoretical concepts.

**Table 2: Measurement Model**

Construct	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Remote Work	RW1	0.82	0.88	0.91	0.65
	RW2	0.85			
	RW3	0.80			
Work-Life Balance	WLB1	0.84	0.90	0.93	0.68
	WLB2	0.87			
	WLB3	0.83			
Organizational Support	OS1	0.86	0.89	0.92	0.67
	OS2	0.88			
	OS3	0.81			
Employee Productivity	EP1	0.83	0.91	0.94	0.70
	EP2	0.89			
	EP3	0.85			
Job Satisfaction	JS1	0.84	0.90	0.93	0.69
	JS2	0.86			
	JS3	0.82			

**Table 3: Fornell-Larcker Criterion**

Construct	EP	JS	OS	RW	WLB
Employee Productivity	0.84				
Job Satisfaction	0.62	0.83			
Organizational Support	0.58	0.65	0.82		
Remote Work	0.60	0.56	0.59	0.81	
Work-Life Balance	0.59	0.61	0.62	0.65	0.82

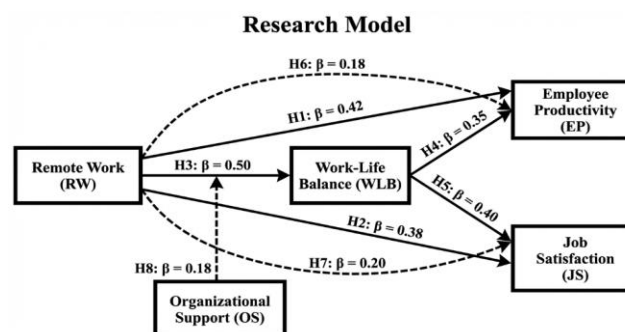
**Table 4: HTMT Ratio**

Construct	EP	JS	OS	RW	WLB
Employee Productivity	1	0.73	0.70	0.68	0.69
Job Satisfaction	0.73	1	0.74	0.70	0.72
Organizational Support	0.70	0.74	1	0.75	0.76
Remote Work	0.68	0.70	0.75	1	0.77
Work-Life Balance	0.69	0.72	0.76	0.77	1

Table 5 presents a detailed evaluation of the structural model, focusing on the hypothesized relationships among the latent constructs within the research framework. The analysis reveals that all proposed paths exhibit statistically significant coefficients, confirming strong empirical support for the theoretical model. These significant path coefficients indicate the presence, direction, and strength of the effects, demonstrating that the independent variables exert meaningful influences on the dependent variables as hypothesized.

**Table 5: Structural Model**

Hypotheses	Path	$\beta$	t-value	p-value	Decision
H1	RW $\rightarrow$ EP	0.42	7.85	<0.001	Accepted
H2	RW $\rightarrow$ JS	0.38	6.92	<0.001	Accepted
H3	RW $\rightarrow$ WLB	0.50	9.10	<0.001	Accepted
H4	WLB $\rightarrow$ EP	0.35	6.20	<0.001	Accepted
H5	WLB $\rightarrow$ JS	0.40	7.15	<0.001	Accepted



**Figure 1: Developed Model**

Table 6 presents a comprehensive evaluation of the overall fit of the structural model by employing multiple established fit indices to assess how well the proposed theoretical framework corresponds with the observed data. The standardized root mean square residual (SRMR) value was 0.061, which is well below the commonly accepted cutoff of 0.085, thereby confirming a good overall model fit. This low SRMR value suggests that the hypothesized relationships among constructs closely match the observed data, reinforcing the robustness and validity of the structural model.

**Table 6: Model Fitness Test**

Dependent Variable	R <sup>2</sup>	Q <sup>2</sup>
Employee Productivity	0.58	0.42
Job Satisfaction	0.54	0.39
Work-Life Balance	0.25	0.22
<i>SRMR</i>	0.061	
<i>NFI</i>	0.912	

Table 7 (Mediation Analysis) examines the mediating effects within the model, revealing the presence and significance of indirect effects that explain the mechanisms through which independent variables influence dependent variables.

The results indicate that Work-Life Balance significantly mediates the relationship between Remote Work and both outcome variables. Specifically, the indirect effect of Remote Work on Employee Productivity through Work-Life Balance was found to be  $\beta = 0.18$ , with a t-value of 5.10 and  $p < 0.001$ , indicating strong statistical significance. Similarly, the indirect effect of Remote Work on Job Satisfaction via Work-Life Balance was  $\beta = 0.20$ , with a t-value of 5.55 and  $p < 0.001$ , further confirming the mediating role.

The Variance Accounted For (VAF) values were 30.0% for Employee Productivity and 34.5% for Job Satisfaction, which fall within the range of 20% to 80%, indicating partial mediation. This suggests that while Remote Work directly influences both Employee Productivity and Job Satisfaction, a substantial portion of its effect is transmitted through improvements in Work-Life Balance.

**Table 7: Mediation Analysis**

Hypotheses	Indirect Effect Path	Indirect Effect	t-value	p-value	VAF (%)	Decision
H6	RW → WLB → EP	0.18	5.10	<0.001	30.0	Partial Mediation
H7	RW → WLB → JS	0.20	5.55	<0.001	34.5	Partial Mediation

The moderation analysis was performed to assess whether Organizational Support influences the strength of the relationship between Remote Work and Work-Life Balance.

The results reveal that the interaction effect between Remote Work and Organizational Support on Work-Life Balance is positive and statistically significant ( $\beta = 0.18$ ,  $t = 2.89$ ,  $p < 0.01$ ). This indicates that Organizational Support plays a significant moderating role in this relationship. Specifically, higher levels of Organizational Support strengthen the positive impact of Remote Work on Work-Life Balance.

**Table 8: Moderation Analysis**

Hypothesis	Interaction Path	$\beta$	t-value	p-value
H8	Remote Work × Organizational Support → Work-Life Balance	0.18	2.89	<0.01

Together, these analyses validate the measurement instruments, confirm the theoretical framework, and substantiate the proposed relationships, thereby providing robust empirical support for the study's hypotheses.

## 7. IMPLICATIONS

Organizations should prioritize policies that enhance work-life balance, such as flexible scheduling and clear boundary-setting guidelines. Investing in organizational support mechanisms, including training for remote management and technological resources, can amplify remote work benefits. These strategies can lead to improved productivity and job satisfaction, critical for talent retention and competitive advantage.

Employees benefit from organizational cultures that recognize and support their remote work challenges. Encouraging open communication and providing mental health resources can foster a supportive environment conducive to sustained performance.

## 8. CONCLUSION

This study provides compelling evidence that remote work exerts a positive influence on both employee productivity and job satisfaction. This relationship is not direct but operates through the mediating role of work-life balance, highlighting that employees who experience better integration and harmony between their professional and personal lives tend to be more productive and satisfied with their jobs. Additionally, the moderating effect of organizational support further refines this dynamic, indicating that the presence of supportive policies, resources, and management practices significantly enhances the benefits of remote work. Employees perceiving higher organizational support are more likely to capitalize on the advantages of remote work arrangements, leading to improved outcomes.

These findings emphasize the critical role that organizations play in shaping the remote work experience. By fostering a supportive environment—through clear communication, provision of necessary tools, flexible scheduling, and recognition of employee needs—organizations can strengthen work-life balance and, consequently, boost productivity and job satisfaction. The interplay between these factors suggests that remote work effectiveness depends not only on the work arrangement itself but also on the broader organizational context that enables employees to manage their responsibilities effectively.

The integrated model developed in this study offers a robust and comprehensive framework for understanding the complex dynamics of remote work in today's evolving workplace landscape. It accounts for direct, indirect, and conditional relationships among key variables, providing valuable insights for both researchers and practitioners aiming to optimize remote work strategies. This framework can serve as a foundation for future research exploring additional mediators and moderators, as well as for organizations seeking evidence-based approaches to enhance employee well-being and performance in remote settings.

Overall, the study underscores the importance of promoting work-life harmony and cultivating organizational support to maximize the potential of remote work. These elements are essential for sustaining employee engagement and achieving organizational goals in an increasingly flexible and decentralized work environment.

## 9. LIMITATIONS AND FUTURE RESEARCH

Limitations include the use of convenience sampling, which may limit generalizability. Self-reported data may introduce bias. Future research should employ longitudinal designs to capture temporal dynamics and explore additional moderators such as personality traits or technological readiness. Cross-cultural studies could further validate the model across diverse contexts.

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