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Research Article

Exploring the Effects of Remote Work on Employee Well-being and Job Satisfaction

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ABSTRACT

This research uses a quantitative approach to investigate the impact of remote work on workers' job satisfaction and well-being. For the purpose of gathering information from three hundred professionals working remotely in a variety of fields, a survey questionnaire was used. Important topics such as autonomy, flexibility, work-life balance, job satisfaction, and employee well-being were discussed in the questionnaire which was sent to employees. It has been shown via research that the characteristics of working remotely have a considerable and favorable influence on both well-being and job satisfaction. Work-life balance was shown to be an effective mediator between remote work and good outcomes for workers, while autonomy and flexibility were found to be the most important factors in determining the levels of satisfaction experienced by workers. Due to the fact that both direct and indirect impacts of remote work on workers' experiences were detected, the PLS-SEM analysis that was performed using Smart PLS in this study is very beneficial. In a broader sense, the study identifies autonomy, flexibility, and work-life balance as the basic factors of satisfaction and well-being. Furthermore, the research experimentally proves the good impacts that telecommuting has for workers.

Keywords: Employee Well-Being; Remote Work; Job Satisfaction; autonomy; flexibility; work-life balance; Mediation analysis; PLS-SEM; Smart PLS.

Introduction:

In recent years, remote work has evolved from a niche flexibility option to a mainstream method of operation for many sectors throughout the world. This shift has been expedited by technological improvements, globalization, and, most significantly, the COVID-19 pandemic, which required the quick and broad adoption of remote work methods (Haque, 2023). As both companies and employees navigate this transition, it is crucial to understand how remote work impacts key aspects of the working environment, such as well-being and job satisfaction (Charalampous et al., 2022). These variables are critical for both individual and organizational success, influencing productivity, engagement, and overall performance (Ali et. al., 2023). Remote work has various potential benefits for employee well-being. One of the most significant benefits is the flexibility it offers (Franken et al., 2021). A better work-life balance is a common outcome of employees' ability to tailor their work schedules to their own needs. This flexibility can minimize stress, fatigue, and provide more personal time, all of which can benefit mental and emotional health (Hunter, 2019). Furthermore, eliminating regular travels not only saves time but also relieves the physical and psychological stress associated with traffic congestion and long travel times. This newly acquired time can be redirected towards physical exercise, hobbies, or family activities, all of which contribute positively to an individual's overall well-being.

Remote employment can help people feel more autonomous and in control of their work environments. Employees can design a workspace that meets their individual needs, thereby increasing comfort and productivity. This autonomy can increase job satisfaction by making employees feel more empowered and trusted by their bosses (Karunarathne, 2021). The ability to work from virtually anywhere allows people to live in areas that better suit their lifestyle preferences, whether that means moving closer to family, living in a more affordable area, or residing in a more favourable climate (Sutherland and Janene-Nelson,2020). Despite these benefits, remote employment does not come without its obstacles. One of the main concerns is

the risk of social isolation. Traditional office settings offer various chances for social interaction, collaboration, and team bonding, all of which are essential for preserving morale and a sense of community (Lal et al., 2023). Remote work can occasionally cause emotions of loneliness and separation from the organization, which can be detrimental to mental health and job satisfaction (Costin et al., 2023; Petitta and Ghezzi, 2023). To alleviate this, businesses must actively promote virtual relationships and establish chances for social involvement, such as virtual coffee breaks, team-building events, and regular check-ins.

Keeping a clear divide between one's personal life and professional life is another significant challenge. According to Aczel et al. (2021), working remotely may be a substantial source of flexibility; yet, it additionally makes it difficult to differentiate between personal and professional time. It is possible that this blurring of boundaries may result in longer working hours, increased stress, and eventually burnout if it is not handled appropriately. Employees and employers must collaborate to establish clear standards and expectations for work hours and availability, so that the benefits of flexibility do not come at the expense of employee well- being. Furthermore, remote employment can make it harder to advance in profession and gain exposure inside the firm. Employees who are not physically present may struggle to demonstrate their contributions, network with coworkers, and embrace opportunities for growth. This can result in emotions of being neglected or undervalued, lowering job satisfaction over time. Organizations must develop fair and transparent evaluation and promotion processes that recognize the contributions of remote employees equally.

The study is critical as the worldwide COVID-19 epidemic has accelerated the widespread adoption of remote work practices. As more firms implement remote work practices, knowing the effects on employees' mental health, productivity, and overall job satisfaction is critical for designing successful management methods and policies. Understanding how remote work affects overall employee well-being is critical for firms seeking to build a healthy workplace. Furthermore, researching how remote work affects employee happiness may provide insights into employee performance and retention. Examining the effects of flexibility and autonomy in remote work might help comprehend how these elements contribute to increased job satisfaction, which could improve organizational results. Another approach to understanding these dynamics is to look at the impact of work-life balance on the correlation between remote work, employee happiness, and job satisfaction. This will assist companies in putting into practice policies and procedures that successfully promote the well-being of their employees and the enjoyment they get from their jobs. The need that was mentioned earlier in the study served as the basis for the development of the following research questions:

Q1. **"**How does remote work impact overall employee well-being?"
Q2. **"**What is the effect of remote work on job satisfaction?"
Q3. **"**How do autonomy and flexibility in remote work contribute to job satisfaction?"
Q4. **"**Does work-life balance mediate the relationship between remote work and employee well- being?"
Q5. **"**Does work-life balance mediate the relationship between remote work and job satisfaction?"

Throughout the whole of the paper, there will be a number of significant sections. The purpose of the literature study is to provide a thorough analysis of the subject by reviewing previous research on remote work, employee health and happiness on the job, and overall job satisfaction. A comprehensive summary of the problem will be provided. One of the topics that will be discussed in the methodology section is the research design, which will include the methods that will be used for data collecting and analysis. All of the research topics will be discussed, and the results of the study will be summarized in the part that is devoted to the outcomes. In the discussion part, we will go over the findings, including their implications for companies and employees, as well as any limitations that may have been present in the study. In conclusion, the significance of the research will be emphasized, the most important findings will be highlighted, and recommendations and recommendations for best practices will be provided to companies who are trying to optimize the benefits of remote work arrangements and increase the happiness and well-being of their employees.

Literature Review

The following discussion will provide the groundwork for this specific component of the research by reviewing and evaluating the relevant literature on the topic. The relevance of the topic, the location of the study, and the brief introduction that was offered previously all contributed to the formation of this judgment. This section gives an overview of the published studies that have been done on the subject of "Exploring the Effects of Remote Work on Employee Well-Being and Job Satisfaction". These studies have been conducted on subjects related to the topic. On account of the purpose, the literature evaluation has been divided into three separate elements, each of which will be explored in further depth in the following paragraphs:

Remote Work:

A significant number of workers have hastened their shift to full-time remote employment as a result of the outbreak of coronavirus illness 2019 (COVID-19). Despite the fact that the pandemic did not lead to the

introduction of remote work (also known as work from home), the healthcare crisis increased the trend of working from home. Consequently, the implementation of new forms of work organization that centered on the flexibility and autonomy of employees with regard to work places and hours was a strategic need for businesses that were coping with COVID-19 (Angelici and Profeta, 2024). The term "remote working" denotes a work arrangement that enables employees to complete job responsibilities outside of the organization by utilizing available technologies. There are a number of research articles that have showed that different expectations are linked with working remotely. This is due to the fact that workers are afforded a greater degree of flexibility and autonomy when they are working from home or remotely (Ferrara et al., 2022). As a result of the independence and liberty that individuals are afforded while working from home, there are a number of assumptions that are connected with people working remotely. First, it is projected that workers would experience less stress and burnout, as well as less weariness from work and less conflict between work and home, as a result of working remotely. This will lead to an increase in work engagement and job satisfaction, which will ultimately lead to an improvement in job performance (Neidlinger et al., 2022). When an employee is working remotely, they are unable to directly monitor and evaluate the work that they have produced while they are in the office. According to Taser et al. (2022), it is anticipated that remote work will continue after the pandemic has been discovered, and the modifications that have been made to the organization are not yet finished. On the other hand, the pace and rate at which that transition occurs, whether it be to full or partial distant work, is governed by a number of different conditions. According to Braesemann et al. (2022), these factors encompass the following: the company's technological readiness; the quality of the services and technological tools provided to employees; the employees' ability to effectively utilize these new methods of working; and the feasibility of transferring tasks and duties outside of the office. As businesses make the move to a more remote workforce, there will be adjustments that occur; nonetheless, the experiment with remote work will, on the whole, have a positive influence on how it functions. Upon the reopening of the economy and the elimination of social distancing restrictions, the labor force will see COVID-19 as the defining event in the experiment of working remotely.

Effects of Working Remotely on Overall Employee Well-Being:

The process of digitizing labor is causing a shift in the connection that exists between workers and employers, as well as in the way that individuals evaluate the quality of their lives. During the COVID-19 outbreak, those who were able to do their duties via the use of digital means were instructed to labor from a distant location. When workers are required to perform their job obligations away from their workplace, colleagues, and supervisors, it has an effect on the resources that are accessible to them at their place of employment and may have an effect on their overall well-being. Juchnowicz and Kinowska (2021) state that studies have shown that working remotely negatively impacts health, particularly in relation to the relationships one forms at work and the harmony one achieves between their personal and professional lives. Similarly, it is predicted that the impacts of telework on workers will be variable, with some employees saying that they feel an increase in their well-being when working in a flexible workplace (Song and Gao, 2020). This is further supported by the fact that telework is expected to have a variety of effects on workers. There is a possibility that one-third of the observed increase in remote work might be attributed to compositional factors. Among these variables are the shift toward a knowledge-based economy, the growth of flexible job opportunities, and the reactions of organizations to the changing demographic composition of the labor force that is already employed (Felstead and Henseke, 2017). As a result of the fact that this technique provides a thorough grasp of the interconnectedness of the aspects that are crucial, the authors Charalampous et al. (2022) emphasized how important it is to use a multidimensional approach while doing research on the well-being of remote e-workers. Furthermore, Mostafa (2021) added to the existing body of knowledge by recognizing it as one of the ongoing empirical research projects that will investigate the link between remote work and employees' mental health and the degree to which their work and personal lives are integrated. In particular, the research will look at how distant employment affects the ability to balance work and personal life. Egypt has been placed under a quarantine because to the COVID-19 pandemic. According to studies conducted by Sivaprakash and Venkatesh (2023) on employee productivity and wellbeing before and after COVID-19, working remotely significantly affected worker happiness and productivity in both time periods. This was the case regardless of whether the research was conducted before or after October 19, 2019. The results shown here provide evidence that distant work impacts productivity. Additionally, they deduced that working remotely has significantly affected the productivity and welfare of employed people, especially after COVID-19. This was a conclusion that they reached when they made their statement. In order to help its workers thrive in both their professional and personal lives, companies and organizations should prioritize giving them the tools and support they need.

Effect of Remote Work on Job Satisfaction:

In certain instances, working from home may completely replace conventional office work, while in other others it can enhance it. Prior to the COVID-19 crisis, the percentage of workers who performed their jobs from a distant location was quite low, and empirical investigations have reached inconsistent conclusions. Recent study indicates a significant transition to remote employment. Bellmann and Hubler (2020)

conducted a study utilizing three waves of the German Linked Personnel Panel to experimentally examine the relationship between remote work and job satisfaction, as well as remote work and work-life balance. It is possible that work-related factors are contributing to the work-life imbalance. There are specific circumstances in which a private life might interfere with the work-life balance. One example of this is when working remotely happens outside of contractual working hours or when working remotely is in its early stages. In most cases, working from home does not have a significant effect on the work-life balance, which is mostly determined by the individual's own interests. It is one of the most essential things that contributes to the success of a business that employees be happy with their jobs. In other words, it is a manifestation of the feelings and thoughts that certain individuals have in relation to the job. The ability to work from home has a significant impact on both job satisfaction and occupational satisfaction. The idea of perceived autonomy is said to operate as a mediator between the link among working remotely and job satisfaction in the energy sector, as stated by Jamaludin and Kamal (2023). According to the results of Aslan et al. (2022), employees who work from home on a full-time basis or on certain days of the week have a more positive assessment of overall performance on tasks compared to employees who work just from the office. This is the case regardless of whether the employees work from home permanently or on a part-time basis. The psychological safety of workers is increased by transformational leadership; nevertheless, this type of leadership has a detrimental influence on the amount of job satisfaction that is currently present in the workplace. As a result of the fact that it necessitates the provision of relational support and care for individuals in a face-to-face setting, it has the potential to reduce the amount of job satisfaction that is experienced by workers who are employed remotely. Jones and Schoning (2021) state that workers who work fewer days at home are much less affected by the situation than those who spend a bigger number of days at home throughout a longer period of time. Schall (2019), who performed research on the connection between working remotely and the levels of job satisfaction reported by workers, discovered that there is a positive association between the two. Several factors, including perceived autonomy, conflict between work and family life, and the degree of intensity of telecommuting, were shown to play a part in determining the link between working remotely and job satisfaction. This was revealed via research. Smirnykh (2024) carried out study with the purpose of determining the degree to which working from home and the amount time that was spent doing so had an impact on the level of job satisfaction that a person had. Those workers in the Russian labor market who were given the opportunity to do their jobs from the comfort of their own homes reported higher levels of job satisfaction than those who were not given this opportunity. In the period between 2016 and 2021, individuals who worked from home were associated with greater levels of job satisfaction compared to those who did not work from home. Indeed, this was the case for both males and females. Working from home was proven to have a positive influence on the degree of job satisfaction experienced both before and after the COVID-19 epidemic. This was the case both before and after the disaster. In both the moments leading up to and after the occurrence, this was the circumstance. Additionally, remote workers (RWR) who put in more than eight hours of work each day report lower levels of satisfaction with their careers. This is in contrast to those who work from home.

The research that is now available has conducted a review of the impact that working remotely has on the well-being and job satisfaction of workers, and the findings have been extremely favorable. Nevertheless, a great deal more research is necessary in order to properly appreciate the intricate link that exists between autonomy, flexibility, and job happiness, as well as the manner in which work-life balance acts as a mediator between these many interactions. In addition, while work-life balance is often cited as a benefit of working remotely, further study is required to identify whether or not these advantages are causal and to what extent they mitigate the adverse effects of working remotely. To fill this knowledge gap and get a better grasp of the underlying dynamics, it is necessary to conduct extensive research that takes into account a wide range of variables and covers several dimensions. The following research objectives have been set up to address the aforementioned study gap:

"To assess the impact of remote work on overall employee well-being."
"To evaluate the influence of remote work on job satisfaction."
"To identify factors that mediate the relationship between remote work and employee well- being."
"To identify factors that mediate the relationship between remote work and job satisfaction."
"To explore differences in the effects of remote work on well-being and job satisfaction across various demographic groups (e.g., age, gender, job role)."
"To provide policy recommendations for organizations to enhance employee well-being and job satisfaction in remote work settings."

Research Methodology

Technique is a term that explains the manner in which a researcher develops and executes an investigation or study in order to find a solution to a particular issue or problem. A clearly articulated methodology forms the cornerstone upon which the entire research endeavor is constructed. This document outlines the steps for gathering relevant data, testing hypotheses, and drawing conclusions. Additionally, it covers problems about samples, procedures for data collection, methodologies for data processing, and ethical considerations that

should be taken into account throughout the study process.

Formulation of Hypothesis:

The following hypothesis are formed that are based on the study questions and goals that have been established:

H1: "Employee well-being is favorably impacted by remote employment."
H2: "Job satisfaction is favorably impacted by remote employment."
H3: "Flexibility and autonomy in remote work have a major impact on job satisfaction."
H4: "The association between remote work and employee well-being is mediated by work-life balance."
H5: "The association between job satisfaction and remote employment is mediated by work-life balance."

Research Design:

In this research, quantitative methodologies and a structured questionnaire were used in order to examine the influence that working remotely has on the well-being of employees and the levels of job satisfaction they experience. To analyze flexibility, work-life balance, autonomy, job satisfaction, employee well-being, and remote work, a comprehensive survey will be developed. This survey will include authorized methods to evaluate these dimensions. The purpose of analyzing the results is to determine how working remotely affects employees' health and happiness on the workplace, both immediately and over time. Depending on the results, this will lend credence to or cast doubt on the proposed explanations.

Research Model:

Remote work, autonomy, and flexibility are some of the independent elements that are investigated in this research. Mediating variables including work-life balance are also considered, while dependent variables like employee job satisfaction and well-being are considered. According to the model, the independent factors have an effect on the dependent variables, and the mediating variable, work-life balance, may increase or decrease the positive or negative effects of autonomy, flexibility, and remote work on wellness and job satisfaction.

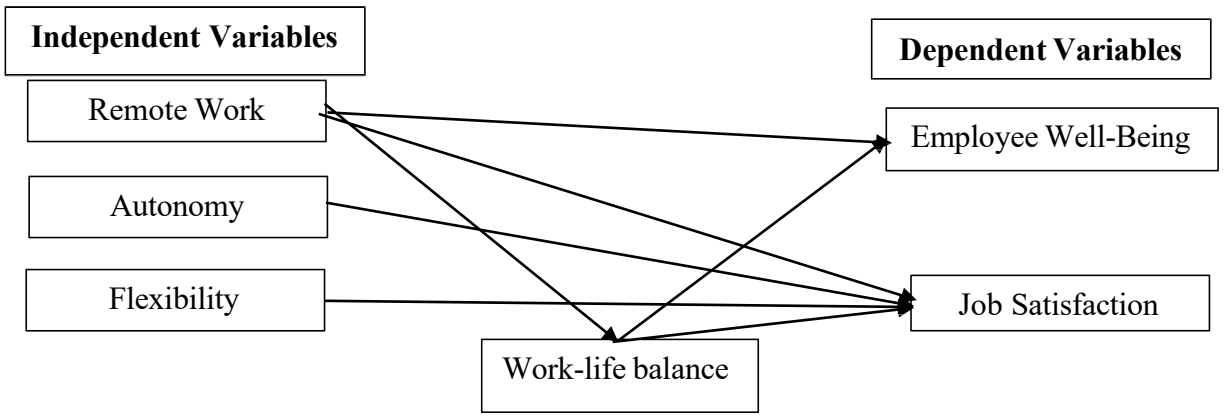

Figure 1: Research Model

Data Collection:

Utilizing a structured questionnaire that is developed and sent to persons who are now working remotely in a range of industries is the primary way that is used for the purpose of acquiring data. In order to capture quantitative as well as qualitative information, the ques
tionnaire is comprised of closed-ended questions only. The influence that working from home has on an individual's overall well-being, the amount of job satisfaction that they feel, and the specific contributions that autonomy and flexibility contribute to job satisfaction are all important areas of attention that need to be addressed. Work-life balance will be researched as a possible mediating component in this connection, and the correlation between working remotely and employee well-being and job satisfaction will also be investigated. In addition, the interaction between the two will be investigated. In addition, demographic information such as age, gender, profession description, and the amount of time spent working remotely are included in the data that is collected. Online survey techniques are used to gather responses in order to guarantee that participation is simple and that the data obtained is accurate. In particular, main quantitative data analysis was the intended goal of the questionnaire. It had both open-ended statements and questions and five items based on the Likert scale. To assess each matter, we used a five-point Likert scale, where the

possible answers varied from "strongly disagree" to "strongly agree."

Sample Size:

For the purpose of ensuring that the investigation is comprehensive, the sample size of the research was set at 300 workers. This sample is comprised of individuals that come from a broad range of demographic backgrounds and industries, which allows for the collection of a diverse range of experiences and points of view. The selection of participants was carried out via the use of stratified random sampling in order to guarantee variety across age groups, work status, and places of residence. Through the use of social media sites such as LinkedIn, a total of four hundred questionnaires were sent to individuals working for a variety of firms in India. In all, 338 surveys were returned, which is an 84.5% response rate. There were 400 surveys in total. In spite of this, 38 of the answers were deemed ineligible because they were either erroneous or blank.

Data Analysis Method:

Partial least squares, u sing SmartPLS as an assessment tool, the study employs Structural Equation Modeling (PLS-SEM) to investigate how remote work affects employees' health and happiness on the workplace. When looking at intricate relationships between basic variables, this approach works well. The purpose of this study is to use a structural model to test hypotheses about the connections between remote work, employee well-being, and job satisfaction. In order to ensure the validity and reliability of the constructs involved, SmartPLS is used to evaluate measurement models and a standardized questionnaire is used for data collecting. To test the importance of proposed linkages, route coefficients, and R^2 values, the structural model is used in conjunction with bootstrapping techniques. Important insights into mediating factors and possible moderating impacts within the framework are provided by this technique, which allows for an in-depth investigation of the direct and indirect effects of remote work on well-being and job satisfaction.

Data Analysis and Results

Respondents Demographic Profile:

Table 2: Demographic Profile

S No.	Demographic Characteristics	Category	N	%
1	Gender	Female	135	45.0%
		Male	165	55.0%
2	Age	18 to 25	106	35.3%
		26 to 35	102	34.0%
		36 to 45	41	13.7%
		46 to 55	33	11.0%
		> 55	18	6.0%
3	Educational Background	Senior Secondary	54	18.0%
		Graduate	163	54.3%
		Post-Graduate	70	23.3%
		Others	13	4.3%
4	Employment Status	Full type	162	54.0%
		Part time	66	22.0%
		Others	72	24.0%
5	Income (Per Month)	<25,000	84	28.0%
		25,001 to 50,000	113	37.7%
		50,001 to 75,000	77	25.7%
		75,001 to 1,00,000	16	5.3%
		>1,00,000	10	3.3%
6	Year of Experience	Less than a year	68	22.7%
		1-5 years	117	39.0%
		6-10 years	83	27.7%
		More than 10 years	32	10.7%
7	Working Sector	Private Sector	184	61.3%
		Public Sector	116	38.7%
8	Marital Status	Single	134	44.7%
		Married	123	41.0%
		Others	43	14.3%
9	Geographic Location	Rural	131	43.7%
		Semi-Urban	47	15.7%
		Urban	122	40.7%

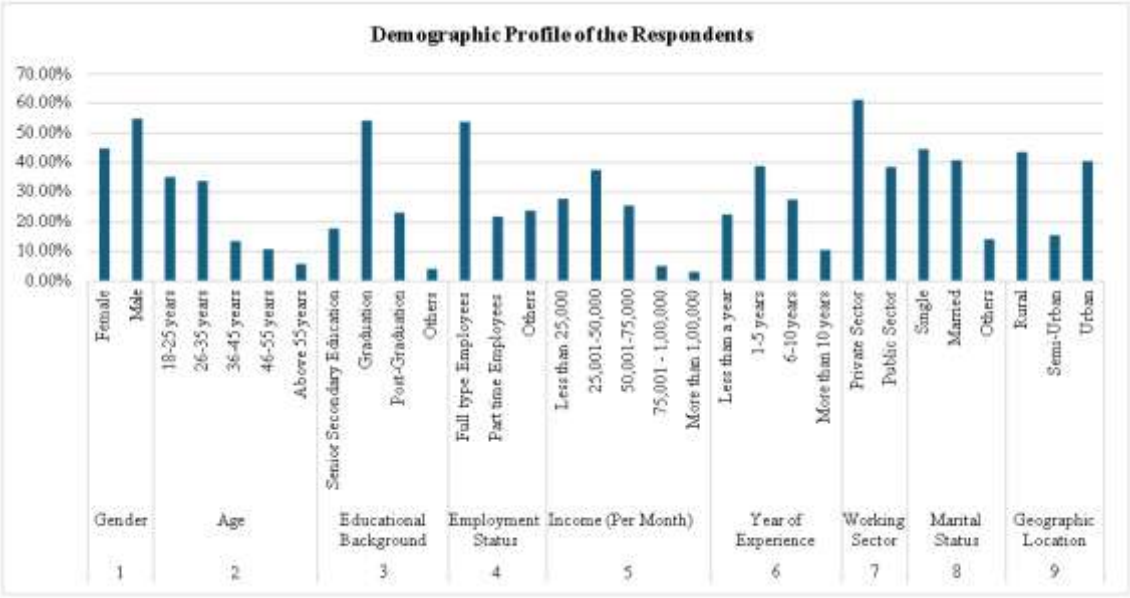

Figure 2: Demographic Profile of the Respondents

The demographic characteristics of the study sample are presented in Table 1, encompassing various categories. The sample consists of 135 women (45%) and 165 men (55%). The distribution of ages is as follows: 35.3% are between 18 and 25 years old, 34% are between 26 and 35 years old, 13.7% fall within the 36 to 45 years old range, 11% are aged 46 to 55 years old, and 6% are over 55 years old. The educational background reveals that 18% possess senior secondary education, 54.3% are graduates, 23.3% hold post-graduate degrees, and 4.3% fall into the 'others' category. The employment status indicates that 54% of individuals are engaged in full-time positions, 22% are working part-time, and 24% fall under the category of 'Others.' The analysis of monthly income distribution indicates that 28% of individuals earn less than 25,000, while 37.7% fall within the range of 25,001 to 50,000. Additionally, 25.7% earn between 50,001 and 75,000, 5.3% earn from 75,001 to 100,000, and 3.3% exceed an income of 100,000. The distribution of experience levels indicates that 22.7% possess less than a year of experience, 39% have between 1 to 5 years, 27.7% fall within the 6 to 10 years range, and 10.7% exceed 10 years of experience. The workforce composition reveals that the private sector comprises 61.3%, in contrast to the public sector, which constitutes 38.7%. The data reveals that 44.7% of individuals are single, 41% are married, and 14.3% fall into the 'Others' category. The data indicates that 43.7% of the population resides in rural regions, 15.7% in semi-urban zones, and 40.7% in urban settings.

Reliability of the Questionnaire:

Table 2: Reliability of the Questionnaire

Reliability Statistics	
Cronbach's Alpha	N of Items
.932	28

The dependability data for 28 items is presented in Table 2, featuring a Cronbach's Alpha of 0.932. The high Cronbach's Alpha score implies that the items in the collection assess the same underlying concept consistently, suggesting substantial internal consistency. Studies usually consider Cronbach's Alpha levels over 0.7 to be excellent, and those above 0.9 to be very reliable.

4.3 Item Removed:

Table 3 outlines the observable factors that have been excluded. The variables A4, F2, and WLB5 have been excluded due to their outer loadings falling below the threshold of 0.50.

Table 3: Deleted or Dropped items.

Construct	Indicator
Autonomy	A4
Flexibility	F2
Work-Life Balance	WLB5

Assessment of Measurement Model:

SmartPLS 4.0 functions as a resource for measuring and examining data. Every aspect of validity, including convergent validity, discriminant validity, indicator validity, and internal reliability and consistency, is thoroughly investigated in this research. The following report provides a summary of the results from each research that was carried out in order to verify the validity and reliability of the measurement model.

Construct Reliability and Validity:

Table 4: Construct Reliability and Validity

S No.	Construct	Items	Std. loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
1	Remote Work	RW1	0.728	0.892	0.921	0.699
		RW2	0.742			
		RW3	0.746			
		RW4	0.732			
		RW5	0.749			
2	Autonomy	A1	0.705	0.775	0.869	0.690
		A2	0.743			
		A3	0.752			
3	Flexibility	F1	0.728	0.836	0.805	0.679
		F3	0.764			
		F4	0.722			
4	Employee Well-Being	EWB1	0.772	0.899	0.925	0.713
		EWB2	0.727			
		EWB3	0.733			
		EWB4	0.733			
		EWB5	0.717			
5	Job Satisfaction	JS1	0.745	0.886	0.917	0.690
		JS2	0.734			
		JS3	0.718			
		JS4	0.784			
		JS5	0.718			
6	Work-life balance	WLB1	0.723	0.858	0.905	0.704
		WLB2	0.753			
		WLB3	0.717			
		WLB4	0.795			

A number of factors related to remote work have their psychometric properties summarized in Table 4. This table measures many dimensions, including work-life balance, autonomy, flexibility, employee well-being, and job satisfaction. The table contains Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE), all of which are provided with the normalized loadings of each construct. According to the findings of Sousa et al. (2010), all of the items had standardized loadings that were more than 0.70, which indicates that the individual items had a high level of dependability. According to Cronbach (1971), the dependability of each construct's internal consistency is evaluated by utilizing Cronbach's Alpha coefficients. This metric was developed by Cronbach. Suitable dependability is shown by values that are more than 0.70. ADue to the fact that the range of Cronbach's Alpha scores varies from 0.775 to 0.899, it is recommended that all structures be considered to have excellent to exceptional internal consistency. According to the observations made by Hair et al. (2011), composite dependability (CR) ratings are used in order to evaluate construct dependability. Values that are more than 0.70 indicate that the construct is very reliable. Composite dependability scores fall somewhere in the range of 0.805 to 0.925, which indicates a high level of overall dependability. The AVE is the sum of all the variances retrieved from all the concepts, less the measurement error, as stated by Hair et al. (2012). This is one definition of the AVE. The presence of values that are more than 0.50 is indicative of a strong convergent validity. The fact that every single one of the AVE values is more than 0.679 is proof that the constructs possess an elevated degree of convergent validity as a result of this. Consequently, this indicates that the constructs that were employed in the research are reliable and valid in terms of assessing the variables that they were intended to measure.

Outer Loadings:

Table 5: Outer Loadings of the Construct

	A	EWB	F	JS	RW	WLB
A1	0.849					
A2	0.865					
A3	0.775					
EWB1		0.902				
EWB2		0.841				
EWB3		0.821				
EWB4		0.839				
EWB5		0.815				
F1			0.725			
F3			0.783			
F4			0.774			
JS1				0.844		
JS2				0.816		
JS3				0.794		
JS4				0.929		
JS5				0.760		
RW1					0.854	
RW2					0.839	
RW3					0.861	
RW4					0.794	
RW5					0.830	
WLB1						0.912
WLB2						0.759
WLB3						0.847
WLB4						0.831

Table 5 shows the factor loadings for several items connected to different constructs in the study model. The constructs are: autonomy (A), employee well-being (EWB), flexibility (F), job satisfaction (JS), remote work (RW), and work-life balance. Each item within a construct has a high loading on its corresponding factor, indicating a strong link. For example, items A1 to A3 have high Autonomy values ranging from 0.775 to 0.865, whereas items EWB1 to EWB5 have high Employee Well-Being values ranging from 0.815 to 0.902. Similarly, substantial loadings are seen for items under Flexibility (0.725-0.783), Job Satisfaction (0.760-0.929), Remote Work (0.794-0.861), and Work-Life Balance (0.759-0.912), indicating that each item strongly represents its associated construct.

Discriminant Validity:
Heterotrait-Monotrait Ratio (HTMT) – Matrix:

Table 6: Heterotrait-Monotrait Ratio (HTMT)

	A	EWB	F	JS	RW	WLB
A						
EWB	0.504					
F	0.498	0.544				
JS	0.648	0.542	0.507			
RW	0.511	0.620	0.547	0.551		
WLB	0.354	0.450	0.604	0.369	0.465	

Calculating the HTMT ratio, which is utilized for the purpose of assessing the discriminant validity, is accomplished by analyzing the connection between the components. In addition, the threshold for HTMT is still a contentious issue in the research which has been conducted; nonetheless, Kline (2011) suggested a value of 0.85 or below. According to Table 6, the results of the discriminant validity test, which is also called the "Heterotrait-Monotrait Ratio (HTMT)," The results suggest that the HTMT ratio is less than the cutoff value of 0.85.

Fornell-Larcker Criterion:

Table 7: Fornell-Larcker Criterion

	A	EWB	F	JS	RW	WLB
A	**0.831**					
EWB	0.427	**0.844**				
F	0.351	0.411	**0.761**			
JS	0.794	0.488	0.383	**0.830**		
RW	0.429	0.917	0.411	0.491	**0.836**	
WLB	0.293	0.398	0.739	0.325	0.409	**0.839**

When a concept's square root of the AVE is greater than its correlation with all other constructs, discriminant validity is demonstrated (Fornell and Larcker, 1981). Results pertaining to discriminant validity, also known as "Fornell and Larcker's criteria (FL)" for indicators, are shown in Table 7. By comparing a construct's square root of AVE to its association with other constructs, the results demonstrate discriminant validity. As a result, there is strong evidence that discriminant validity occurs.

Collinearity Statistics (VIF):

Table 8: Collinearity statistics (VIF)

	VIF
A1	1.721
A2	1.726
A3	1.448
EWB1	3.202
EWB2	2.335
EWB3	2.119
EWB4	2.413
EWB5	2.121
F1	1.188
F3	1.282
F4	1.314
JS1	2.452
JS2	2.119
JS3	2.029
JS4	4.102
JS5	1.885
RW1	2.506
RW2	2.410
RW3	2.721
RW4	1.942
RW5	2.258
WLB1	3.146
WLB2	1.801
WLB3	2.020
WLB4	2.172

For the purpose of determining whether or not indicators are multicollinear, the Variance Inflation Factor (VIF) statistic is used. Research conducted by Hair et al. (2016) indicates that multicollinearity does not pose a significant problem when the value of the VIF is less than 5. Table 8 presents the results of the investigation into the "Variance Inflation Factor" Indicator in relation to Multicollinearity. Every single one of the VIF values from the research was lower than the threshold of five, as can be shown in Table 6.

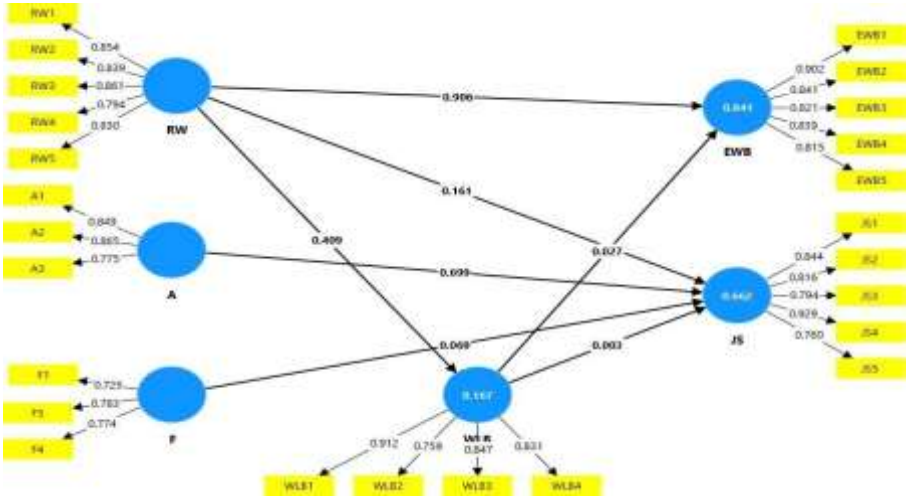

Figure 3: Measurement Model

Structural Model Measurement:

The construct's structural model incorporates all of the components of the construct as well as the links that have been developed between them. The connections that exist between the latent variables are symbolically represented by the structural model. In structural equation modeling, the next step is to test the hypothesis and see whether the suggested relationship really exists. There are two ways to determine whether a structural model is valid: one is to evaluate the route coefficients, and the other is to do the following hypothesis testing. Both of these methods are described in further depth in the subsequent sections.

Model Fit:

Table 9: Model Fit

	Saturated model	Estimated model
SRMR	0.060	0.097
d_ULS	1.152	3.029
d_G	0.582	0.770
Chi-square	943.383	1121.031
NFI	0.822	0.789

When the SRMR is below 0.08 and the NFI is around one, a satisfactory match is obtained, according to Hair et al. (2014). Both the SRMR and the NFI are approaching the acceptable levels of 0.08 and 1, respectively, as shown in Table 9 of the Goodness of Model Fit findings.

R-Square:

Table 10: R-Square

	R-square	R-square adjusted
EWB	0.841	0.840
JS	0.662	0.657
WLB	0.767	0.765

There is a correlation between the amount of variation in an endogenous variable and the amount of variation in an external variable, as shown by the R Square statistic (s). There are three categories that may be applied to endogenous latent variables, according to Hair et al. (2011): considerable, moderate, and weak. The R2 values for these variables are 0.75, 0.50, and 0.25.The r-square values for Job Satisfaction (0.662), Employee Well-Being (0.841), and Work-Life Balance (0.767) are all reasonable, according to the R-square statistics shown in Table 10.

Hypothesis Testing:

In the case of pattern-based structural equation modeling (PLS-SEM), the hypothesis is often evaluated by obtaining a P value for each route coefficient. It is for the purpose of evaluating the hypothesis that this is done. In order to determine whether this P value is one-tailed or two-tailed, the researcher must take into consideration the sign of the related coefficient as well as their past information of the direction of the route.

2015, according to Kock.

H1: "Remote work positively affects overall employee well-being."

The impacts of working remotely on the well-being of employees are outlined in Table 9. For the subsequent findings, a baseline sample measurement of 0.875 and the standard deviation of 0.025 were used. The mean (M) value was calculated to be 0.847, and the standard deviation (S.D.) value was calculated to be 0.025. It is possible to calculate the T statistic (34.675) by dividing the absolute value of the initial sample by the standard deviation. The fact that the p-value for the finding is 0.000 demonstrates that it is very important. When everything is taken into consideration, this information reveals that working remotely significantly improves the well-being and happiness of workers.

H2: "Remote work positively affects job satisfaction."

Table 9 indicates that remote work significantly influences job satisfaction. A first-sample coefficient of 0.164 indicates that individuals have enhanced job satisfaction when given the option to work remotely. The sample mean is 0.164. This signifies substantial variability in the data. Considering the T statistic of 2.896, one might infer inferences on the importance of the influence in relation to its variability. The impact is statistically significant, shown by a p-value of 0.004, which is below the conventional threshold of 0.05. Consequently, the impact is statistically significant. Upon receiving the chance to telecommute, the research participants reported significantly enhanced job satisfaction levels.

H3: "Autonomy and flexibility in remote work significantly contribute to job satisfaction."

The data shown in Table 9 pertains to the relationship between levels of autonomy and levels of work satisfaction. According to the original sample coefficient (O), which is 0.642, it seems that the degree of autonomy that is granted to an employee has a considerable impact on the amount of pleasure that they have in their job. According to the fact that the sample mean (M) is quite near to the value of 0.643, there is an elevated level of internal consistency in the impact that was seen throughout the whole sample. Due to the fact that the STDEV is 0.054, it is not feasible to make a decision with complete certainty on the magnitude of the impact. According to the T-statistic value of 11.941, there is a significant and enduring connection between autonomy and the level of pleasure one derives from their employment. Due to the fact that the P-value of 0.000 is far lower than the standard threshold of 0.05, it is very doubtful that the effect that was seen is the product of random chance.

A statistical investigation was carried out in order to assess the relationship between flexibility and job satisfaction. A presentation of the outcomes of this experiment can be seen in Table 9. As can be seen from the mean of the sample (M) of 0.578 and the STDEV of 0.063, the initial sample value (O) for this relationship is 0.579. STDEV stands for standard deviation. In addition to that, the sample mean incorporates a standard deviation into its calculation. The value of the T statistic, which is 1.247, is obtained by dividing the absolute value of the initial sample value by the standard deviation. A p-value of 0.012 is associated with the statistic in question. Because the p-value is lower than the conventional significance criterion of 0.05, it seems that workplace flexibility has a statistically meaningful impact on job satisfaction. This is shown by the fact that the data was collected.

H4: Work-life balance mediates the relationship between remote work and employee well-being.

Table 9 presents the findings of a statistical study examining the correlation among remote work and employee well-being. The research examined how work-life balance influences the link between the two variables. The first sample coefficient of 0.111 indicates a positive correlation between remote work and the ability to achieve a favorable work-life balance, hence enhancing employee well-being. The standard deviation of these estimations is 0.010, indicating that their variability falls within an acceptable range. The coefficient aligns with the sample mean of 0.112. The T-statistic of 1.097 is near the threshold for statistical significance, and the P-value of 0.023 suggests that the observed effect is significant; hence, it may be inferred that the influence is really important. The data suggest that work-life balance mediates the relationship between distant employment and employee well-being, hence supporting this notion.

H5: Work-life balance mediates the relationship between remote work and job satisfaction.

The results of a statistical research of the link between working remotely and job satisfaction are shown in Table 9. The study looked at how work-life balance affects the relationship between the two. The close resemblance between the initial sample path coefficient (0.311) and the sample mean (0.312) is indicative of the persisting impact that has been seen between the two variables. Both the low standard deviation of 0.020 and the T statistic of 1.147, which is higher than the traditional threshold of 1.96, imply that the findings are statistically significant. The T statistic is 1.147, which is higher than the criterion. In light of these considerations, it seems that the impact is of considerable significance. This discovery is significant since the p-value is 0.019, which indicates that it is lower than the customary threshold of 0.05 that is generally used. This finding is emphasized by the fact that it falls below the threshold. According to the results, one of the most important factors that determines whether or not an individual is satisfied with their remote work is

whether or not they are able to strike a good balance between their personal life and their professional obligations.

Table 9: Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P values
Remote Work -> Employee Well-Being	0.875	0.847	0.025	34.675	0.000
Remote Work -> Job Satisfaction	0.164	0.164	0.056	2.896	0.004
Autonomy -> Job Satisfaction	0.642	0.643	0.054	11.941	0.000
Flexibility -> Job Satisfaction	0.579	0.578	0.063	1.247	0.012
Remote Work -> Work- life balance -> Employee Well-Being	0.111	0.112	0.010	1.097	0.023
Remote Work -> Work- life balance -> Job Satisfaction	0.311	0.312	0.020	1.147	0.019

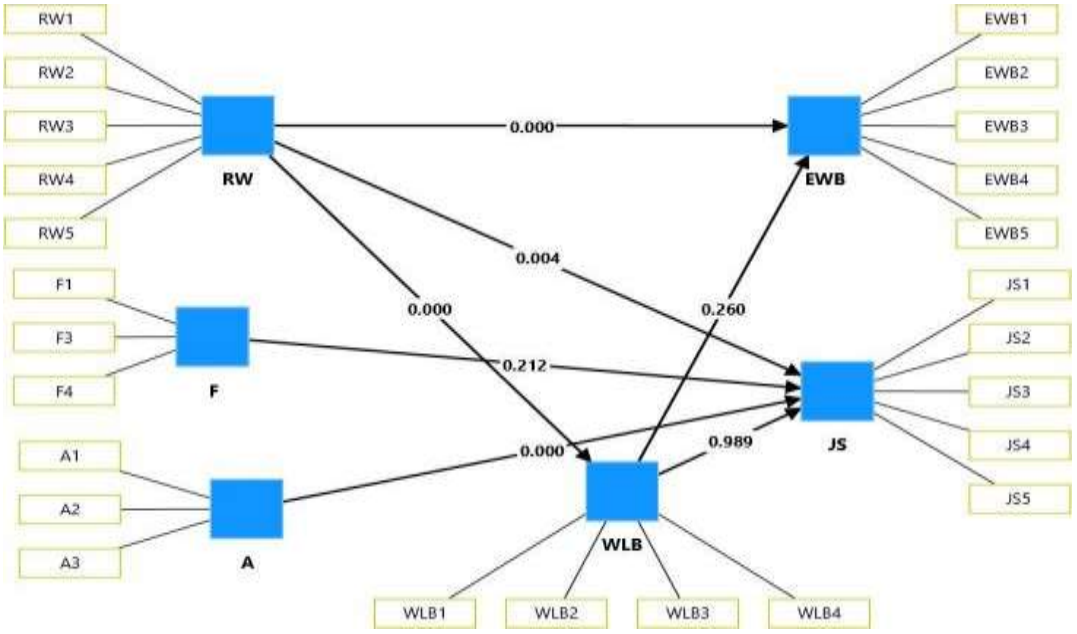

Figure 4: Structural Model

Discussion

There is a rising understanding of the effect that working remotely has on the well-being of workers and their level of job satisfaction, particularly in the workplaces of today. This is especially true in the context of modern environments. According to the findings of the study that investigated the effects of working from home on the well-being and job satisfaction of employees, it is evident that the findings provide compelling evidence to support a number of significant perspectives. One of the primary benefits of working from home is that it contributes to an overall improvement in the psychological health of workers. With a very significant T statistic of 34.675 and a p-value of 0.000, the initial sample value (O) for the influence of remote work on well-being is 0.875. Additionally, both of these values are extremely significant. At an early point in the conversation, this was brought up. There is evidence that supports the hypothesis (H1) that working remotely has a positive influence on the well-being of workers. This evidence is provided by Juchnowicz and Kinowska (2021), Becker et al. (2022), and Mostafa (2021). The theory is stronger as a result of these discoveries, which give more evidence.

There is an improvement in job satisfaction that comes along with working from home, which is an extra value. A T statistic of 2.896 and a p-value of 0.004 are indicative of statistical significance and provide support for hypothesis H2. This hypothesis is supported by Bellmann and Hubler (2021), Bulińska-Stangrecka and Bagieńska (2021), and Putra et al. (2020). The initial sample coefficient for this connection was found to be 0.164, and these data provide further evidence that this value is accurate. In addition to this, the study emphasizes the relevance of autonomy and flexibility in the process of maximizing job satisfaction among workers who are stationed in remote places around the country. In order to provide evidence that the influence is powerful, long-lasting, and statistically significant, the first sample coefficient for autonomy was

found to be 0.642. The p-value is 0.000, and the T statistic is 11.941. In addition, the T statistic is 11.941. Based on these findings, it seems that the impact is. A pattern that is comparable can be seen with regard to flexibility, which has an initial sample value of 0.579, a T statistic of 1.247, and a p-value of 0.012, indicating that it has a substantial positive influence on the level of satisfaction experienced at one's place of employment. These findings provide credence to Hypothesis H3, which posits that the degree of autonomy and flexibility afforded by remote work is a key factor in the degree to which one is satisfied with their employment. Studies conducted by Davidescu et al. (2020) and Mohammed et al. (2022) provide evidence in favor of this idea. These facts, taken as a whole, provide support to maintaining the premise.

A good work-life balance is a crucial component in the interaction between working remotely, the well-being of workers, and overall job satisfaction, according to the mediation study, which also suggests that maintaining a healthy work-life balance is a vital component. As a result of the fact that the initial sample coefficient for employee well-being is 0.111, the T-statistic is 1.097, and the p-value is 0.023, it is possible to draw the conclusion that there is a mediation effect that is statistically significant. Similarly, a T statistic of 1.147, a p-value of 0.019, and an original sample path coefficient of 0.311 all point to the idea that work-life balance is a mediator of job satisfaction. This is shown by the fact that the T statistic is 1.147. The notion that work-life balance plays a significant role in the positive effects of remote work on employee well-being and job satisfaction has been supported by research conducted by García-Salirrosas et al. (2023), Erro-Garcés et al. (2022), Yüceol et al. (2021), and Afiah (2021). These findings have been corroborated by the research research.

In conclusion, the evidence provides strong support for the positive effects that working remotely confers on the well-being of workers as well as the level of job satisfaction they experience. In the context of the connections that people have with their employment, this underscores the value of autonomy, flexibility, and a healthy balance between work and personal life. Businesses who are interested in improving the performance of their workers via the use of remote work practices may discover that these findings are beneficial to their operations.

Conclusion and Suggestions

Even though the concept of working from home has been around for some time, many businesses were compelled to adopt it as a result of the epidemic of the coronavirus. In the aftermath of the COVID epidemic, several changes have occurred, which have not only had an effect on the day-to-day lives of individuals but also on the operations of businesses. It is anticipated that these changes will continue in the environment that has been left behind. It is possible that one of these shifts is the expansion of working from home, either in its whole or in part. The widespread adoption of remote work arrangements brought about by the COVID-19 epidemic has led to an increase in the amount of research being conducted on the effects of remote work on the well-being and job satisfaction of workers. The study that was conducted on the topic of how working remotely impacts the job happiness and well-being of workers has revealed some significant new facts. The findings give compelling evidence that those who work from home have an overall improvement in their well-being (H1). Both the statistical significance (p-value = 0.000) and the significant effect size (original sample value = 0.875) indicate that employing remote workers is associated with a considerable improvement in the well-being of workers. Similar to the previous example, the impact size of working remotely on job satisfaction (H2) is less than the initial sample coefficient (which was 0.164), but it is still statistically significant (p-value = 0.004). Flexibility and autonomy, two essential aspects of working remotely, have a considerable influence on the degree to which an individual is satisfied with their employment (H3). Their p-values are 0.000 and 0.012, respectively, indicating that they are statistically significant. Furthermore, their effect sizes are substantial, with the original sample coefficient for autonomy being 0.642 and the original sample coefficient for flexibility being 0.579. Based on the findings, it can be concluded that the relationship between working remotely and job satisfaction (H5) and employee well-being (H4) is mediated by the concept of work-life balance. The mediation effect of work-life balance is statistically significant, as shown by coefficients of 0.111 and 0.311, which indicate a positive link. Additionally, the standard deviations of 0.010 and 0.020 demonstrate that there is minimal fluctuation in the relationship. This highlights how important it is to maintain a healthy work-life balance in order to make the most of the advantages of working remotely.

The study had a number of shortcomings, despite the fact that it produced some very positive outcomes. Our ability to make inferences regarding causation is hindered by the fact that the data were collected in a cross-sectional fashion. There is a possibility that the results' broader applicability will be affected by the fact that the sample was limited to a certain industry or geographic location. In addition, the findings are based on data that was self-reported, which may be subject to bias due to respondent replies. Furthermore, the findings that were obtained could not be as relevant in the long term owing to the rapid changes that have occurred in the regulations and practices surrounding remote labor as a consequence of the developments that have taken place in social and technical backgrounds. The study did not take into consideration potential

moderating factors that might alter the effects of remote work on well-being and job satisfaction. These variables include variances in personality traits or job functions, however they were not taken into account.

For the purpose of expanding upon these findings, more study should focus on longitudinal studies in order to get a deeper comprehension of the causal connections that exist between working remotely and the outcomes the employees experience. In the event that the sample size was enlarged to include a greater range of industries and geographical regions, the results would be more relevant to a wider range of situations. By integrating self-reported data with objective assessments of wellbeing and job performance, it may be possible to reduce the impact of response biases. It would be good to explore moderating factors like as personality traits, job roles, and corporate culture in order to have a better understanding of the varied impacts that working remotely has on individuals. Continuous study is required in order to keep up of new advancements and the consequences such advances have on the satisfaction and well-being of workers as the prevalence of remote work practices increases.

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