

Remote Work and Job Satisfaction: The Moderating Role of Organizational Culture

Muhammad Adnan Zaman

The Begum Nusrat Bhutto Women University Sukkur

Email: muhammadadnan33241@gmail.com

Abstract:

The transformation of work arrangements following the widespread adoption of digital technologies has established remote work as an important feature of contemporary employment. Although remote work can provide employees with greater flexibility, autonomy, reduced commuting demands, and improved work life integration, its effects on job satisfaction are not universally positive. Differences in managerial support, communication, trust, collaboration, organizational identification, and workplace values can substantially influence how employees experience remote work. This study examines the relationship between remote work and job satisfaction while investigating the moderating role of organizational culture. Drawing on Self Determination Theory and Organizational Support Theory, the study proposes that remote work enhances job satisfaction by providing employees with greater autonomy and flexibility, while a supportive organizational culture strengthens this relationship by facilitating trust, communication, recognition, inclusion, and managerial support. A quantitative, cross sectional research design is proposed. Data may be collected from approximately 300 to 400 employees working remotely or under hybrid arrangements using a structured questionnaire and five point Likert scale. Remote Work is operationalized through the extent, flexibility, autonomy, and effectiveness of remote working arrangements. Job Satisfaction is measured through employees' satisfaction with their work, working conditions, autonomy, recognition, and overall employment experience. Organizational Culture is assessed through perceptions of trust, communication, collaboration, employee support, adaptability, and shared organizational values. SmartPLS is proposed to evaluate the measurement and structural models and to test the moderating effect through an interaction term. The illustrative findings indicate that remote work has a significant positive association with job satisfaction and that organizational culture strengthens this relationship. The study contributes to the remote work literature by demonstrating that employee satisfaction depends not only on where work is performed but also on the organizational environment within which remote work is implemented.

Keywords: Remote Work, Job Satisfaction, Organizational Culture, Hybrid Work, Employee Wellbeing, Workplace Flexibility, Organizational Support, PLS SEM

Introduction:

Remote work has evolved from a relatively specialized employment arrangement into a significant component of contemporary organizational life. Advances in digital communication, cloud computing, collaboration platforms, and information technologies have enabled employees to perform many professional tasks outside traditional organizational offices. The COVID 19 pandemic accelerated this transition considerably, but remote and hybrid work arrangements

have remained important after the immediate crisis. Recent research describes hybrid work as a persistent feature of modern employment rather than merely a temporary response to the pandemic. ([Nature](#))

The growing adoption of remote work has generated considerable debate concerning its consequences for employees and organizations. From an employee perspective, remote work may provide greater autonomy over work schedules, reduce commuting time and costs, improve work life balance, and enable employees to manage personal and professional responsibilities more effectively. These characteristics can potentially increase job satisfaction. A large randomized controlled trial involving 1,612 employees found that hybrid working improved job satisfaction and reduced employee quit rates by approximately one third without producing measurable reductions in performance. ([Nature](#))

Nevertheless, the relationship between remote work and job satisfaction is more complex than a simple positive association. Employees working remotely may experience social isolation, communication difficulties, blurred work and family boundaries, reduced visibility, limited informal interaction, and weaker organizational identification. The quality of remote work therefore depends heavily on organizational and managerial conditions.

Recent evidence demonstrates this complexity. A 2026 study of nearly 165,000 employees found that the positive association between remote work frequency and job satisfaction became substantially smaller after accounting for compensation, occupation, demographics, workplace characteristics, and employees' perceptions of their supervisors. The study concluded that broader workplace characteristics can be more consequential for satisfaction than remote work itself. ([PubsOnline](#))

These findings suggest that remote work should be examined within its organizational context. One particularly important contextual factor is **organizational culture**. Organizational culture encompasses shared values, norms, expectations, communication patterns, leadership practices, trust, collaboration, and assumptions regarding how work should be performed. In remote settings, organizational culture may become especially important because employees have fewer opportunities for informal face to face interaction and may depend more heavily on organizational systems and managerial practices to maintain connection and support.

Recent empirical evidence supports this argument. A 2025 working paper based on linked employer employee panel data found that organizational culture dimensions involving communication, leadership, and supervision were associated with job satisfaction among remote and on site workers, with effects varying according to organizational and individual characteristics. ([IBS - Instytut Badań Strukturalnych](#)) Another recent cross cultural study found that culture significantly moderated the relationship between work from home support and remote workers' job satisfaction. ([Review of Business Management](#))

Organizational culture may therefore determine whether remote work becomes an enriching employment experience or an isolating and stressful one. A culture characterized by trust and autonomy can allow remote employees to take advantage of flexibility without excessive monitoring. Conversely, a culture characterized by low trust, weak communication, and excessive supervision may undermine the benefits of remote work.

This study consequently examines **Remote Work and Job Satisfaction**, with **Organizational Culture as a moderating variable**. The central proposition is that remote work positively

influences job satisfaction, but the strength of this relationship depends on the organizational culture experienced by employees. Employees operating within supportive, trust based, communicative, and inclusive organizational cultures are expected to derive greater satisfaction from remote work than employees operating within unsupportive cultures.

The study therefore contributes to the growing literature by shifting attention from the question of whether employees should work remotely toward the more theoretically meaningful question of **under what organizational conditions remote work produces positive employee outcomes.**

Literature Review

Remote Work

Remote work refers to an employment arrangement in which employees perform organizational tasks outside the traditional workplace using digital communication and information technologies. It may involve fully remote employment, hybrid working, or flexible arrangements involving varying proportions of office and remote work.

Remote work provides employees with greater control over the timing and location of their work. Such autonomy can reduce commuting burdens and potentially improve work life balance. Research conducted across five European countries found that remote work intensity had a positive effect on job satisfaction, although its effects on engagement and performance were more complex. ([ScienceDirect](#))

Remote work can also influence employee retention. The randomized controlled trial reported in *Nature* found that hybrid work increased job satisfaction and reduced quit rates without negatively affecting performance or promotion outcomes. ([Nature](#))

However, remote work can also generate challenges. Employees may experience reduced social interaction, communication difficulties, work family boundary problems, and concerns about career visibility. Gallup research highlights communication and collaboration as major challenges in hybrid work and emphasizes that organizational culture can be more difficult to cultivate when employees work remotely. ([Gallup.com](#))

Job Satisfaction

Job satisfaction refers to the degree to which employees evaluate their jobs positively and experience favorable attitudes toward their work. It encompasses satisfaction with work tasks, working conditions, supervision, autonomy, recognition, compensation, and organizational relationships.

Job satisfaction is an important organizational outcome because it is associated with employee retention, engagement, motivation, wellbeing, and organizational commitment.

Remote work can influence job satisfaction by changing employees' autonomy, flexibility, workload, commuting requirements, and work life balance. However, the magnitude and direction of these effects can vary according to organizational conditions.

A recent systematic review of remote work research identifies autonomy, flexibility, work life balance, social isolation, and individual differences among the major factors associated with satisfaction in remote working environments. ([MDPI](#))

Organizational Culture

Organizational culture refers to the shared values, assumptions, norms, practices, and behavioral expectations that characterize an organization. It influences how employees interpret organizational policies and how they interact with colleagues, managers, and organizational systems.

Important dimensions of organizational culture in remote work environments include:

- trust
- communication
- collaboration
- managerial support
- employee recognition
- inclusion
- autonomy
- adaptability
- shared organizational values

A supportive culture can create psychological safety and organizational belonging even when employees rarely interact physically. Conversely, weak communication and low trust can intensify the disadvantages of remote work.

Recent research involving remote employees suggests that organizational culture can have a particularly important influence on productivity, motivation, commitment, and engagement among remote and hybrid employees. ([Eagle Hill Consulting](#))

Remote Work and Job Satisfaction

The theoretical relationship between remote work and job satisfaction can be explained through autonomy and flexibility. Employees who can determine where and, to some extent, when they work may experience greater control over their working lives. Reduced commuting can further improve employees' perceptions of their work arrangements.

Empirical evidence generally supports a positive relationship, although the effect is conditional. The 2024 *Nature* study provides particularly strong evidence because its randomized design found that hybrid working improved job satisfaction. ([Nature](#))

Similarly, research in banking across Lithuania, Denmark, Norway, Finland, and Sweden found that greater remote work intensity positively affected job satisfaction. ([ScienceDirect](#))

However, recent large scale evidence indicates that workplace characteristics can substantially reduce the apparent independent effect of remote work on job satisfaction. ([PubsOnline](#)) This reinforces the need to investigate organizational culture as a contextual variable.

Moderating Role of Organizational Culture

Organizational culture may determine how employees experience remote work. In a high trust culture, remote employees may enjoy autonomy without feeling constantly monitored. In a supportive culture, employees may have access to managerial guidance and recognition despite

physical distance. In a strong communication culture, remote employees may remain connected with colleagues and organizational objectives.

Accordingly, organizational culture is expected to strengthen the positive relationship between remote work and job satisfaction.

Recent evidence provides direct support for this logic. A 2026 cross country study found that culture significantly moderated the relationship between work from home support and job satisfaction, demonstrating that cultural context influences the extent to which remote work arrangements benefit employees. ([Review of Business Management](#))

The proposed moderation therefore addresses an important gap: remote work may be beneficial, but its benefits are likely to be maximized when organizations establish a culture based on trust, communication, support, autonomy, and inclusion.

Theoretical Framework

Self Determination Theory

Self Determination Theory proposes that employee motivation and wellbeing are strongly influenced by the satisfaction of three fundamental psychological needs: autonomy, competence, and relatedness.

Remote work can enhance autonomy by giving employees greater control over their working environment and schedules. However, excessive isolation can potentially weaken relatedness.

Organizational culture can therefore determine whether remote work satisfies or frustrates employees' psychological needs. A supportive culture can preserve relatedness and competence through communication, recognition, feedback, and collaboration.

Thus, Self Determination Theory provides a strong explanation for why remote work can improve job satisfaction and why organizational culture can strengthen this effect.

Organizational Support Theory

Organizational Support Theory suggests that employees develop perceptions concerning the extent to which their organization values their contributions and cares about their wellbeing.

Remote employees may rely heavily on organizational support because physical distance can make organizational commitment less visible. Supportive communication, managerial trust, recognition, and flexible policies can therefore increase employees' perceived organizational support.

A strong organizational culture can institutionalize these supportive behaviors and make remote work more satisfying.

Conceptual Framework

The proposed model is:

Remote Work → Job Satisfaction

with:

Organizational Culture moderating the relationship.

Moderation Model

Remote Work (IV) → Job Satisfaction (DV)

Organizational Culture (Moderator) strengthens the relationship.

The interaction term is:

Remote Work $\times$ Organizational Culture $\rightarrow$ Job Satisfaction

A positive interaction coefficient is expected.

Hypotheses Development

H1

Remote work has a significant positive effect on job satisfaction.

Employees who experience greater flexibility, autonomy, and convenience through remote work are expected to report higher job satisfaction.

H2

Organizational culture has a significant positive effect on job satisfaction.

Employees working in supportive, communicative, trust based, and inclusive organizational cultures are expected to experience greater job satisfaction.

H3

Organizational culture significantly moderates the relationship between remote work and job satisfaction.

The relationship between remote work and job satisfaction is expected to become stronger when organizational culture is more supportive.

H4

The positive relationship between remote work and job satisfaction is stronger among employees experiencing high levels of organizational culture support than among employees experiencing low levels of organizational culture support.

This hypothesis establishes the expected direction of the moderation effect.

Methodology

A quantitative, cross sectional research design is proposed to investigate the relationship between remote work and job satisfaction and the moderating influence of organizational culture. The target population comprises employees working under fully remote or hybrid arrangements within service, information technology, banking, education, consulting, and other knowledge intensive sectors. A purposive sampling technique can be used because respondents must have direct experience with remote work. A sample of approximately 300 to 400 employees would provide an appropriate basis for PLS SEM moderation analysis.

Data may be collected using a structured questionnaire consisting of demographic items and measurement scales for the three constructs. Responses can be recorded on a five point Likert scale ranging from 1, strongly disagree, to 5, strongly agree.

Remote Work can be measured through perceived flexibility, autonomy, frequency, effectiveness, and convenience of remote working arrangements. Job Satisfaction can be assessed through satisfaction with work, working conditions, supervision, autonomy, recognition, and overall employment experience. Organizational Culture can be measured through trust, communication, collaboration, managerial support, recognition, employee inclusion, adaptability, and shared organizational values.

SmartPLS can be employed to evaluate the measurement and structural models. Cronbach's alpha and composite reliability can assess internal consistency. Outer loadings and Average

Variance Extracted can establish convergent validity, while HTMT can establish discriminant validity. Structural relationships can be assessed through path coefficients, t statistics, p values, R^2 , effect sizes, and predictive relevance. The moderating effect can be evaluated through the interaction between Remote Work and Organizational Culture. Bootstrapping with 5,000 resamples can determine the statistical significance of the interaction.

SmartPLS Analysis

Table 1. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Remote Work	0.921	0.941	0.762
Job Satisfaction	0.934	0.950	0.792
Organizational Culture	0.928	0.946	0.776

Interpretation

The illustrative reliability results demonstrate strong internal consistency across all three constructs. Remote Work records a Cronbach's alpha of 0.921 and composite reliability of 0.941. Job Satisfaction demonstrates an alpha of 0.934 and composite reliability of 0.950, while Organizational Culture produces corresponding values of 0.928 and 0.946.

All values substantially exceed the conventional 0.70 threshold, demonstrating that the measurement indicators consistently represent their respective latent constructs.

The AVE values are also well above the recommended minimum of 0.50. Remote Work records an AVE of 0.762, Job Satisfaction 0.792, and Organizational Culture 0.776. These findings indicate that each construct explains a substantial proportion of the variance in its indicators.

The measurement model therefore demonstrates satisfactory internal consistency and convergent validity. In the actual study, these values should be generated from the final respondent dataset.

Table 2. Outer Loadings

Construct	Item	Loading
Remote Work	RW1	0.883
	RW2	0.914
	RW3	0.927
	RW4	0.901
	RW5	0.918
Job Satisfaction	JS1	0.911
	JS2	0.934
	JS3	0.925
	JS4	0.902
	JS5	0.931
Organizational Culture	OC1	0.891
	OC2	0.916

Construct	Item	Loading
	OC3	0.928
	OC4	0.905
	OC5	0.921

Interpretation

The illustrative outer loading results provide strong evidence of indicator reliability. All items demonstrate loadings above 0.70, indicating that each item contributes meaningfully to its respective latent construct.

Remote Work indicators range from 0.883 to 0.927, suggesting that flexibility, autonomy, convenience, effectiveness, and remote working arrangements collectively provide reliable indicators of the construct.

Job Satisfaction indicators range from 0.902 to 0.934. These results demonstrate that satisfaction with work, supervision, working conditions, recognition, and overall employment experience are strongly related to the underlying job satisfaction construct.

Organizational Culture indicators range from 0.891 to 0.928. This suggests that trust, communication, collaboration, managerial support, recognition, and shared values adequately capture the proposed organizational culture construct.

Since all loadings exceed 0.70, none of the indicators would require removal based solely on outer loading criteria.

Table 3. HTMT Discriminant Validity

Construct Relationship	HTMT
Remote Work ↔ Job Satisfaction	0.784
Remote Work ↔ Organizational Culture	0.697
Job Satisfaction ↔ Organizational Culture	0.812

Interpretation

The HTMT results demonstrate satisfactory discriminant validity among the three constructs. All values remain below the commonly applied 0.85 threshold.

The relationship between Remote Work and Job Satisfaction is 0.784, demonstrating that the constructs are related but empirically distinguishable. This distinction is important because remote work describes an employment arrangement, whereas job satisfaction represents an employee's evaluative response to that arrangement.

The HTMT value between Remote Work and Organizational Culture is 0.697, indicating adequate conceptual separation. Organizational Culture and Job Satisfaction demonstrate an HTMT value of 0.812, which remains within acceptable limits.

The results therefore suggest that the constructs measure different theoretical concepts and that discriminant validity is established.

Table 4. Direct Effects

Hypothesis	Relationship	Beta	STDEV	T Value	P Value	Decision
H1	Remote Work → Job Satisfaction	0.426	0.055	7.745	<0.001	Supported
H2	Organizational Culture → Job Satisfaction	0.337	0.059	5.712	<0.001	Supported

Interpretation

The illustrative structural model supports both direct hypotheses. Remote Work has a positive and statistically significant effect on Job Satisfaction, with $\beta = 0.426$, $t = 7.745$, and $p < 0.001$.

This result indicates that employees experiencing greater flexibility and autonomy through remote working arrangements tend to report higher levels of job satisfaction. The finding is consistent with experimental evidence demonstrating that hybrid work can increase job satisfaction. ([Nature](#)) It is also consistent with cross national evidence showing a positive association between remote work intensity and job satisfaction. ([ScienceDirect](#))

The result can be theoretically explained through Self Determination Theory. Remote work can increase employees' sense of autonomy by giving them greater control over their working environment and potentially their schedules. Reduced commuting requirements can further enhance employees' perceptions of work convenience.

Organizational Culture also demonstrates a positive relationship with Job Satisfaction, with $\beta = 0.337$, $t = 5.712$, and $p < 0.001$. This indicates that employees who perceive their organizations as supportive, communicative, trustworthy, collaborative, and inclusive are more likely to experience higher job satisfaction.

The finding is particularly relevant in remote environments because employees depend more heavily on digital communication and managerial practices to maintain connection with their organizations.

Table 5. Moderating Effect of Organizational Culture

Hypothesis	Interaction	Beta	STDEV	T Value	P Value	Decision
H3	Remote Work × Organizational Culture → Job Satisfaction	0.184	0.050	3.680	<0.001	Supported

Interpretation

The interaction between Remote Work and Organizational Culture produces a positive coefficient of $\beta = 0.184$, with a t value of 3.680 and $p < 0.001$. The illustrative result therefore supports H3.

The positive interaction indicates that organizational culture strengthens the positive relationship between remote work and job satisfaction. Employees operating within supportive organizational cultures are expected to obtain greater satisfaction from remote work than employees operating within weak or unsupportive cultures.

This finding is theoretically significant because it demonstrates that the consequences of remote work depend on the organizational context. Remote work itself does not automatically create satisfaction. Instead, the benefits of flexibility and autonomy become more meaningful when employees experience trust, effective communication, managerial support, recognition, and organizational belonging.

Recent research directly supports this interpretation. A 2026 cross country study found that culture moderated the relationship between work from home support and job satisfaction. ([Review of Business Management](#)) Recent large scale evidence likewise demonstrates that workplace characteristics and supervisor relationships substantially affect the apparent relationship between remote work and job satisfaction. ([PubsOnline](#))

The result also has important managerial implications. Organizations should not assume that providing remote work technology is sufficient. Remote work policies should be accompanied by a culture that supports autonomy without abandoning employees, maintains communication without excessive surveillance, and promotes collaboration without requiring unnecessary physical presence.

Table 6. Conditional Effects of Remote Work

Level of Organizational Culture	Effect of Remote Work on Job Satisfaction
Low Organizational Culture	0.297
Average Organizational Culture	0.426
High Organizational Culture	0.555

Interpretation

The conditional effects provide additional evidence for the moderating role of Organizational Culture. When organizational culture is low, the relationship between Remote Work and Job Satisfaction is positive but comparatively weak, with an illustrative coefficient of 0.297.

At average levels of organizational culture, the coefficient increases to 0.426. At high levels of organizational culture, the relationship increases substantially to 0.555.

This pattern demonstrates that remote work produces the strongest positive association with job satisfaction when employees operate within a strong organizational culture. The result supports H4 and illustrates the practical importance of organizational context.

A high quality organizational culture can preserve the social and psychological resources that employees may otherwise lose through physical separation from the workplace. Trust can reduce unnecessary monitoring, communication can reduce ambiguity, recognition can maintain motivation, and collaboration can reduce social isolation.

Recent evidence indicates that culture may be particularly important for remote employees. Research on hybrid work suggests that remote employees can be highly attentive to

organizational culture and that culture can strongly influence engagement and perceptions of leadership. ([Eagle Hill Consulting](#))

The conditional effect therefore supports the central argument of the study: **remote work is most beneficial when it is embedded within a supportive organizational culture.**

Discussion

This study investigated the relationship between Remote Work and Job Satisfaction and examined Organizational Culture as a moderating variable. The illustrative findings support the proposed conceptual framework and indicate that remote work has a positive association with job satisfaction.

The positive direct relationship suggests that remote work can provide employees with valuable resources, particularly autonomy, flexibility, and reduced commuting demands. These resources can contribute to more favorable evaluations of employment and improved job satisfaction. The result corresponds with experimental evidence showing that hybrid work can increase job satisfaction while reducing employee turnover. ([Nature](#))

However, the study does not assume that remote work is universally beneficial. Recent evidence from a very large employee sample indicates that the apparent positive relationship between remote work and job satisfaction becomes considerably smaller when workplace characteristics, compensation, and supervisor relationships are considered. ([PubsOnline](#)) This supports the argument that the organizational context is critical.

Organizational Culture demonstrates a positive direct effect on job satisfaction. Employees who experience trust, effective communication, supportive leadership, recognition, and collaboration are expected to develop more favorable attitudes toward their jobs.

The most important contribution of the study is the moderation result. The positive interaction between Remote Work and Organizational Culture indicates that culture strengthens the relationship between remote work and job satisfaction. This finding suggests that remote work should not be implemented as an isolated HR policy. Instead, it should be embedded within a broader organizational culture that supports employees regardless of their physical work location.

This finding is consistent with recent cross country evidence demonstrating that culture significantly changes the relationship between work from home support and job satisfaction. ([Review of Business Management](#)) It also complements recent research showing that remote work outcomes differ according to managerial and organizational conditions. ([PubsOnline](#))

The findings have several implications for managers. Organizations should develop trust based management systems, establish clear communication protocols, provide employees with adequate technological resources, recognize remote contributions, and maintain opportunities for social connection. Managers should also avoid excessive surveillance because monitoring practices may undermine the autonomy that makes remote work attractive.

The broader implication is that organizations should move from a **location centered approach to a culture centered approach**. The central question should not simply be whether employees work from home but whether the organizational environment allows them to succeed while working remotely.

Conclusion

This study examined the relationship between Remote Work and Job Satisfaction and proposed Organizational Culture as a moderating variable. Drawing on Self Determination Theory and Organizational Support Theory, the study argued that remote work can enhance job satisfaction by providing greater autonomy, flexibility, and control, while organizational culture determines the extent to which these advantages can be realized.

The illustrative SmartPLS results indicate that Remote Work has a significant positive relationship with Job Satisfaction. Organizational Culture also demonstrates a significant positive relationship with Job Satisfaction. More importantly, the interaction between Remote Work and Organizational Culture is positive and statistically significant, indicating that organizational culture strengthens the effect of remote work on job satisfaction.

The study contributes to the literature by moving beyond the simplistic assumption that remote work automatically improves employee outcomes. Instead, it proposes a conditional framework in which the value of remote work depends on the organizational environment. Employees may benefit substantially from remote work when organizations provide trust, communication, managerial support, recognition, collaboration, and psychological connection.

The findings also suggest that organizations should treat culture as an integral component of remote work strategy. Technology alone cannot create an effective remote workplace. Digital tools must be accompanied by appropriate leadership practices, communication norms, performance systems, and employee support mechanisms.

Several limitations should nevertheless be acknowledged. A cross sectional research design limits causal inference. Self reported data may introduce common method bias, while purposive sampling may limit generalizability. Furthermore, organizational culture is multidimensional, and its effects may vary across industries, occupations, national cultures, and organizational sizes.

Future research should therefore employ longitudinal and experimental designs, compare fully remote and hybrid arrangements, and investigate specific cultural dimensions such as trust, psychological safety, communication, and leadership support. Comparative studies across countries would also provide valuable evidence regarding the cultural and institutional conditions under which remote work produces the greatest employee benefits.

Future Recommendations

Future studies should use longitudinal research designs to examine changes in job satisfaction over time.

Researchers should distinguish between fully remote, hybrid, and occasional remote workers.

Future studies should examine whether remote work frequency produces nonlinear effects on satisfaction.

Researchers should investigate trust based organizational cultures separately.

Future studies should examine the role of psychological safety.

Managerial support should be examined as a separate contextual variable.

Future research should investigate digital communication quality.

Researchers should examine social isolation as a potential mechanism.

Work life balance should be incorporated into future models.

Future studies should investigate employee autonomy as a mediator.
Researchers should examine organizational identification among remote workers.
Future studies should compare technology intensive and non technology intensive occupations.
Researchers should investigate differences between managerial and non managerial employees.
Gender differences in remote work satisfaction should be examined.
Future studies should compare younger and older employees.
Researchers should examine the role of household and caregiving responsibilities.
Cross national research should investigate cultural differences in remote work experiences.
Future research should examine whether organizational culture moderates the relationship differently across industries.
Researchers should investigate algorithmic and digital surveillance as potential negative factors.
Future studies should examine career development and promotion opportunities for remote workers.
Researchers should investigate employee recognition in virtual environments.
Future research should examine the relationship between remote work, job satisfaction, and turnover intention.
Organizations should develop explicit hybrid collaboration norms.
Future studies should combine employee survey data with organizational performance and HR records.
Researchers should develop a comprehensive **Remote Work Culture Effectiveness Index** incorporating trust, communication, autonomy, inclusion, managerial support, and digital collaboration.

References

- Bloom, N., Han, R., & Liang, J. (2024). Hybrid working from home improves retention without damaging performance. *Nature*, 630, 920–925. ([Nature](#))
- Ploszaj, H. H. B., Fernandes, B. H. R., & Viacava, J. J. C. (2026). The moderating role of national culture on work from home support and remote workers' job satisfaction: Cross country evidence. *Review of Business Management*, 27(4). ([Review of Business Management](#))
- Schloetzer, J. D. (2026). How do different remote work arrangements impact employee job satisfaction and retention? *Management Science*. ([PubsOnline](#))
- Ploszaj, H. H. B., Fernandes, B. H. R., & Viacava, J. J. C. (2025). The relationship between remote work and job satisfaction: A literature review. *Brazilian Administration Review*. ([Brazilian Administration Review](#))
- Kowalik, Z. (2025). *Working from home and job satisfaction: A mediating effect of organisational culture*. Institute for Structural Research, Working Paper 04/2025. ([IBS - Instytut Badań Strukturalnych](#))
- Saleem, U., & Khan, N. A. (2024). Remote work and job satisfaction: A case study of IT professionals. *Administrative and Management Sciences Journal*, 3(1), 37–47. ([MDri Publishing](#))

- Garg, V., & Somani, R. (2025). The potential impact of remote work culture on employee satisfaction in IT sector organizations. *European Economic Letters*, 15(2), 4488–4499. ([European Economic Letters](#))
- Ploszaj, H. H. B., Fernandes, B. H. R., Viacava, J. J. C., & Cardoso, A. N. (2025). Understanding the associations between work from home, job satisfaction, work life balance, stress, and gender in an organizational context of remote work. *Discover Psychology*, 5, 24. ([Springer](#))
- Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics*, 130(1), 165–218.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), 40–68.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID 19 pandemic: A work design perspective. *Applied Psychology*, 70(1), 16–59.
- Wang, W., Albert, L., & Sun, Q. (2020). Employee isolation and telecommuter organizational commitment. *Employee Relations*, 42(3), 747–767.
- Contreras, F., Baykal, E., & Abid, G. (2020). E leadership and teleworking in times of COVID 19 and beyond: What we know and where do we go. *Frontiers in Psychology*, 11, 590271.
- Ipsen, C., van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe during COVID 19. *International Journal of Environmental Research and Public Health*, 18(4), 1826.
- Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., Zito, M., & Cortese, C. G. (2020). Wellbeing costs of technology use during COVID 19 remote working: An investigation using the Italian translation of the technostress creators scale. *Sustainability*, 12(15), 5911.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Schein, E. H., & Schein, P. A. (2017). *Organizational culture and leadership* (5th ed.). Jossey Bass.
- Gallup. (2024). *A strategic guide for managing hybrid and remote teams*. Gallup Workplace. ([Gallup.com](#))
- Berger Ploszaj, H. H., Fernandes, B. H. R., & Viacava, J. J. C. (2024). The effects of remote work on employee satisfaction: An Eastern Western cross cultural analysis. *Procedia Computer Science*, 246, 1309–1318. ([ScienceDirect](#))
- The impact of remote work on job satisfaction, engagement and individual work performance in the banking sector*. (2024). *Evidence Based HRM*, 13(5), 896–911. ([ScienceDirect](#))



Values, wellbeing, and job satisfaction in telework: Evidence from IT enabled service firms. (2024). *Technology in Society*, 79, 102762. ([DOI](#))

Employee satisfaction during the transition from work from home to hybrid workplace: Exploring the role of mindfulness. (2024). *Mental Health and Social Inclusion*, 29(4), 448–458. ([ScienceDirect](#))

Remote work and job satisfaction: A decade of insights through a bibliometric lens. (2025). *Administrative Sciences*, 15(11), 439.

