



The Impact of Remote Work on Employee Job Satisfaction in the Digital Age

Moe Moe Myint
6517192010

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTERS OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2025**



The Impact of Remote Work on Employee Job Satisfaction in the Digital Age

Moe Moe Myint
6517192010

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

Advisor.....

(Dr Warangrat Nitiwanakul)

Date.....

24 December, 2025

.....
(Assoc. Prof. Dr. Jomphong Mongkolvanich)

Dean, Graduate School of Business
Siam University, Bangkok, Thailand

Date.....

7 Jan 2029.

Research Title: The Impact of Remote Work on Employee Job Satisfaction in the Digital Age

Researcher: Moe Moe Myint

Degree: Master of Business Administration

Major: Human Capital Management

Advisor:

Waran N

(Dr Warangrat Nitiwanakul)

24, December, 2025

ABSTRACT

As businesses change how they work, the argument about remote work versus working in an office becomes more important. With technology like fast internet, cloud computing, and video calls, remote work is easier now. These tools let people work from almost anywhere with internet. Because of this, the way we work is changing a lot. This study adopted a qualitative research method and conducted focus group discussions with 17 participants with different job position. The study examined what different people in a team think about remote work and how this kind of job affects their job satisfaction. The study found that some people in the study like remote work because it gives them more freedom and helps them balance work and life better. Some worry it might not be good for certain jobs. This shows that remote work can have a positive effect on how people feel overall. People of different ages, genders, and job roles took part in the study. This gives a broad view of how remote work influences job satisfaction for different groups. Overall, the study shows that remote work can make a big difference in the digital age. It offers more flexibility, helps people stay connected, and improves the balance between work and life. It also makes it easier for companies to find talented people from anywhere in the world. This study highlights how remote work can bring positive changes to how people work and the success of businesses.

Keywords: remote work, job satisfaction, employee well-being, digital age

ACKNOWLEDGEMENT

In this section, I would like to express my sincere gratitude to Dr. Rungroja Songsraboon, my advisor, and Assoc Prof. Dr Jomphong Mongkhonvanit, Dean of the Graduate School of Business, Siam University, Bangkok, Thailand, for their thoughtful and caring supervision throughout my independent study. Their educational excellence and unwavering support have been invaluable to the successful completion of this work.

I am deeply indebted and appreciative of Dr. Rungroja's exceptional guidance, insightful feedback, and encouragement. His expertise and mentorship not only helped me navigate the complexities of this study but also fostered my academic growth and critical thinking. I am especially grateful for his patience and dedication in guiding me through every stage of this research with clarity and care.

Furthermore, I extend my heartfelt thanks to Dr. Warangrat for her leadership and for providing an academically enriching environment at the Graduate School of Business. Her deep understanding of academic research and her commitment to fostering excellence have been a source of inspiration throughout this journey. I am grateful for her constant support and for making this academic experience so fulfilling.

I would also like to acknowledge the contributions of my colleagues, peers, and the entire faculty at Siam University for their continuous encouragement, cooperation, and insightful discussions, all of which have played a significant role in shaping this study. Lastly, I thank my family and friends for their unwavering support, understanding, and motivation throughout this challenging yet rewarding journey.

Moe Moe Myint
ID: 6517192020

DECLARATION

I, Moe Moe Myint, hereby certify that the work embodied in this independent study entitled “The Impact of Remote Work on Employee Job Satisfaction in the Digital Age” is the result of original research and has not been submitted for a higher degree to any other university or institution.



(Moe Moe Myint)

CONTENTS

ABSTRACT.....	I
ACKNOWLEDGEMENT.....	II
DECLARATION.....	III
CONTENTS.....	IV
LIST OF TABLES.....	VI
LIST OF FIGURES.....	VII
Chapter1 Introduction.....	1
1.1 Research Background.....	1
1.2 Research Problem	2
1.3 Research Objective.....	3
1.4 Research Scope.....	3
1.5 Research Significance.....	3
Chapter 2 Literature Review.....	4
2.1 Remote Work	4
2.2 Employee Well-being.....	6
2.3 Best Practices for Employee Programs.....	6
2.4 Organizational Support.....	7
2.5 Job Satisfaction.....	8
2.6 Conceptual Framework.....	9
Chapter 3 Research Methodology.....	10
3.1 Research Design.....	10
3.2 Focus Group Structure.	10
3.3 Focus Group Question.....	10
3.4 Data Collection Procedure	10
3.5 Data Analysis	12

Chapter 4 Findings.....	13
4.1 Participants of Focus Group Discussions.....	13
4.2 Dissatisfaction and Satisfaction of Participants	14
4.3 Challenges and Suggestions from Focus Group Discussions.....	14
Chapter 5 Conclusion and Recommendation.....	16
5.1 Conclusion.....	16
5.2 Recommendation.....	16
5.2.1 Tailored Approach for Managers.....	16
5.2.2 Mixing Remote Work and Office Work for Coordination.....	16
5.2.3 Understanding On-Site Needs.....	17
5.2.4 Balancing Remote Work and Office Work for Finance Roles.....	18
5.2.5 Advantage of Remote Work for Analysts.....	19
REFERENCES.....	20
APPENDIX.....	23

LIST OF TABLES**Table**

Table 1: Participant Profile.....	11
Table 2: Participant Demographics.....	13



LIST OF FIGURES

Figure 1: Remote Work Statistics	5
Figure 2: Conceptual Framework	11



CHAPTER 1 Introduction

1.1 Research Background

The proliferation of remote work, fueled by advances in digital technology, has brought about a fundamental shift in the landscape of contemporary employment. The digital age has ushered in an era where employees can perform their duties from geographically dispersed locations, blurring the traditional boundaries of the workplace. This transformation has been accelerated by factors such as high-speed internet access, cloud computing, and a wide array of communication and collaboration tools.

Remote work, often interchangeably referred to as telecommuting or telework, has gained significant momentum in recent years, and its adoption has been particularly pronounced in response to global events such as the COVID-19 pandemic. Organizations of various sizes and across diverse industries have increasingly embraced remote work arrangements as a means to enhance operational flexibility, reduce overhead costs, and attract a broader talent pool. Amid this paradigm shift, the well-being of employees has emerged as a central concern.

The digital age's remote work model presents both opportunities and challenges for employees, impacting their overall well-being in multifaceted ways. Employee well-being encompasses various dimensions, including physical health, mental health, job satisfaction, worklife balance, and productivity (Aubouin-Bonnaventure, et al., 2024). Remote work can offer employees the advantage of flexible schedules, reduced commute times, and the ability to tailor their work environments to their preferences. These aspects have the potential to positively influence job satisfaction and work-life balance. However, remote work also brings challenges such as social isolation, blurred boundaries between professional and personal life, and the potential for increased job-related stress, particularly in an "always-on" digital work environment. The role of digital technology and the tools that facilitate remote work is paramount. Digital platforms enable employees to collaborate, communicate, and access information from virtually anywhere, but they also introduce new dynamics that can affect employee well-being. Issues such as digital burnout, data security concerns, and the need for digital literacy become important considerations in the digital age.

Organizations play a pivotal role in shaping the remote work experience and its impact on employee well-being. Policies, practices, and support mechanisms can either enhance or impede well-being in remote work settings. Hence, understanding the relationships between remote work, digital technology, and employee well-being is critical for organizations seeking to optimize their workforce's health, satisfaction, and performance. As the digital age continues to evolve, and remote work becomes a more entrenched feature of employment, there is a growing need for empirical research to explore these multifaceted relationships.

This study aims to contribute to this understanding by examining the complex interplay between remote work, digital technology, and employee well-being, shedding

light on the challenges and opportunities presented in the contemporary world of work. Remote work is not a new phenomenon and is well established in many organizations (López-Igual, P., & Rodríguez-Modroño, P 2020). So far, studies conducted before the pandemic have been ambivalent regarding the impact of remote work on employees' quality of work life, finding both positive and negative effects on well-being (Tavares, 2017), productivity (Delanoeije & Verbruggen, 2020), and engagement (Coghlan, S., & Parker, 2023). Therefore, the transferability of previous studies on remote workers' work life and resources is limited. This leads to the question of how remote workers have been affected by the pandemic situation, and what resources were important to protect their quality of work life during lockdown. The aim of this study is to reassess remote workers' daily well-being, productivity, and engagement during this enduring demanding work situation and to identify resources that help remote workers maintain their quality of work life. Knowledge is lacking about what resources are most important to mitigate detrimental consequences of demanding work situations (Polyanska et al., 2024).

1.2 Research Problems

In today's digital age, remote work has become increasingly prevalent, reshaping traditional notions of the workplace and revolutionizing how individuals engage in their professional roles. This shift towards remote work, propelled by advancements in technology and fueled by the need for flexibility and adaptability, has profound implications for employee wellbeing. While remote work offers potential benefits such as flexibility and autonomy, it also presents challenges and barriers that can impact employee health and happiness. Given the increasing prevalence of remote work in the digital age and its implications for employee wellbeing, there is a need to understand the factors influencing employee well-being in remote work environments and identify effective strategies for supporting employee health and happiness. Despite the potential benefits of remote work, such as increased flexibility and autonomy, challenges and barriers exist, including technological issues, blurred boundaries between work and personal life, and social isolation. Moreover, the impact of remote work on mental health, stress levels, and overall well-being remains a topic of interest, particularly in light of the rapid digital transformations shaping contemporary workplaces. Therefore, this study aims to investigate the relationship between remote work and employee job satisfaction, examining the role of digital technology, work-life balance, social support, and other factors in influencing employee health and happiness. By identifying best practices for implementing employee well-being programs in remote work settings, organizations can better support the needs of their workforce and foster a positive and productive work environment in the digital age.

1.3 Research Objective

Objective: To investigate the impact of remote work on employee job satisfaction in the digital age, focusing on identifying benefits, challenges, and strategies for improvement.

Aim: To examine the effects of remote work on employee job satisfaction in the digital age, including benefits such as flexibility and global talent access, challenges like technology issues and loneliness, and strategies for improvement such as boundary-setting, online support, and managerial assistance.

1.4 Research Scope

This study aims to explore the intersection of remote work and employee job satisfaction in the digital age, focusing on the implications, challenges, and opportunities associated with remote work arrangements. It examines factors influencing employee job satisfaction, the importance of prioritizing welfare in the digital era, and best practices for implementing effective well-being programs in remote work environments.

1.5 Research Significance

Studying indenting line how remote work affects employee job satisfaction in the digital age is important for everyone involved, including employees, companies, policymakers, and society. As more people work remotely, it's crucial to know how it impacts their physical and mental health, job satisfaction, and overall happiness. This research gives tips on how to make remote work better for employees, and it shows how it's connected to how well they do their jobs. By looking at how remote work affects job satisfaction, companies can figure out ways to keep employees engaged, motivated, and productive, which helps them make more money. Moreover, the findings of this study can help make rules about remote work fair for everyone, making sure employees' rights are protected. Since technology is such a big part of remote work now, it's also important to understand how it affects people's mental health. This research examines digital tools and practices that help or hurt mental well-being, so we can make changes to support employees' mental health. It is also important to make sure remote work benefits everyone equally, no matter of their gender, age, or how much money they make. Companies can adopt the research findings to make their remote work policies better and create environments where employees are happier and work better. In the end, this research helps make smarter choices that make work better for everyone and improve the health and happiness of society as a whole.

CHAPTER 2 Literature Review

2.1 Remote Work

Remote work, also called telecommuting or telework, means employees work outside the regular office. With technology like fast internet, cloud computing, and video calls, remote work is possible. These tools let employees work from almost anywhere with internet. Technology has changed how we work. Now, remote work is easier because of things like cloud storage and video meetings. This means employees can work flexibly and in different places. Digital tools help employees stay connected, even if they're far away. This helps them work together and share ideas, making work better. Remote work lets employees balance work and personal life. They can choose when and where they work, which helps with things like childcare and hobbies. This makes life better overall. Companies can hire talented people from anywhere in the world because of remote work. This means more diverse teams and more innovation. Remote work isn't perfect. It can make people feel lonely, make it hard to separate work and personal life, and sometimes technology can be tricky. But companies can find ways to solve these problems and make remote work great. In short, remote work in the digital age means using technology so employees can work outside the office. It gives flexibility, connection, work-life balance, access to talent, and chances for companies to do better. Besides, communication and working together can be hard for remote workers, which can make them feel lonely and make it tough to work well. It is important for them to find ways to communicate and work together effectively to avoid feeling isolated and keep the work going smoothly. Also, it's tricky for remote workers to keep work and personal life separate, which can make them feel tired and unhappy.

Remote work, where employees do their jobs away from a regular office using technology, has become more popular lately because of technology improvements and changes in how companies see remote work (Burke, 2013). It has benefits like more flexibility and balance for workers and saving money and higher productivity for companies. But it also has drawbacks, like communication problems and feeling lonely, and it can be hard to separate work from personal life (Caton, 2014). Thus, a study was conducted by Capgemini Research Institute, in which more than 500 organizations across different industries worldwide and 5,000 employee responses were surveyed as . Based on their study, 88% of organizations concurred that they experienced real-estate cost savings through remote working in the past few months, and 92% anticipate savings in the next two to three years (Straus, Eva, et al. 2023). Another study found the primary reasons why remote work is so appealing to many. 34% of participants perceive that remote work enhances their safety, and 32% enjoy a better quality of life through working remotely. 31% of interviewers perceive more freedom to take more productive breaks when necessary. With skipping lunch out to not having to commute,

remote workers save money. Flex Jobs approximates that remote workers save an average of \$4,000 a year.

Figure 1: Remote Work Statistics

Highlights: The Most Important Remotework Statistics

- 52% of employees around the world work remotely at least once per week.
- Remote work experiences a 159% growth rate between 2005 and 2017.
- 80% of remote workers experienced lower job stress.
- Remote work correlates to an 8.3% increase in employee engagement.
- 91% of remote workers believe they are more productive while working from home.
- 90% of remote workers plan to continue working remotely in the future.
- Remote workers experience a 25% reduction in job-related stress.
- Companies that allow remote work have a 25% lower rate of employee turnover.
- 62% of employees aged 22-65 occasionally work remotely.
- Remote work policies could save companies around \$11,000 per employee per year.
- Remote work saves employees an average of \$2,000-\$7,000 per year in commuting costs.
- 56% of companies globally offer remote work flexibility.
- 16% of global companies are fully remote.

The evidence shows that whilst 91% of workers feel they have been more productive whilst working remotely (Dobrijevi & Savi, 2022) and companies have seen an increase in engagement of 8.3% (Bodhi et al, 2023), these dividends sit alongside challenges such as barriers to collaboration and feelings of loneliness (Coghlan, S., & Parker, 2023). In order to fully realize the potential of remote working to save 10,600:11,000 annually per person, as well as reducing turnover by 25%, organisations should therefore use evidence-based methods. These include the emergence of virtual social relationships (Cerciello et al., 2022), the creation and use of AI-supported collaboration (Nguyen et al., 2024), and the implementation of legislative policies, such as the European Union's 'right to disconnect' directive (2021/1151). By striking the right balance of flexibility and structured support, organizations can mitigate risks and also take advantage of the many known benefits of remote work.

2.2 Employee Well-being

In today's digital workplaces, employee well-being is affected by a bunch of things. Technology is a big part of this. While it helps us stay connected and work flexibly, it can also cause problems like too much information, always being online, and getting distracted by digital stuff. The line between work and personal life can get blurry because of digital tools and remote work. Flexible schedules and using phones for work can be good, but they can also mean that work starts creeping into personal time, which can stress people out.

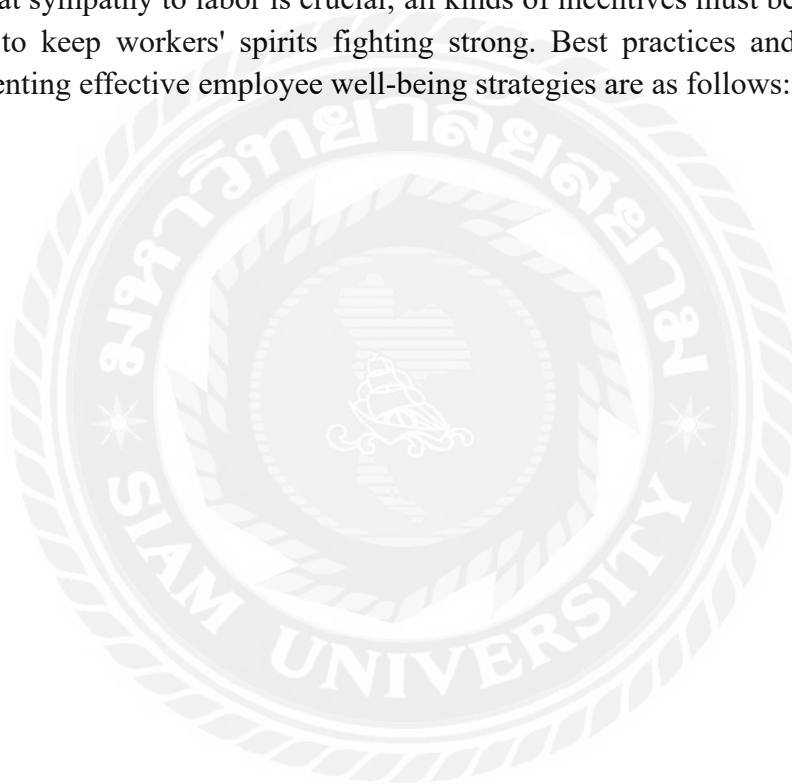
Remote work, which is more common now thanks to digital tools, has its ups and downs. It's nice to have flexibility and skip the commute, but it can also make people feel lonely and make it hard to switch off from work. Digital wellness is becoming more important. It's about using technology in a healthy way, like managing how much time we spend online and dealing with things like feeling tired from too much screen time. Mental health is getting more attention at work too. Employers are offering support for things like stress, anxiety, and depression with programs and access to professionals.

Keeping up with digital changes means employees need ongoing training. Learning new skills not only helps them do their jobs better but also makes them feel more confident and happier at work. Cybersecurity is another concern. Employees worry about their personal and work data being safe from hackers. Companies need to make sure they have strong security measures in place. So, in a nutshell, employee well-being in the digital age depends on a bunch of stuff: technology, balancing work and life, dealing with remote work challenges, looking after mental health, learning new skills, and keeping data secure. Otherwise, companies need to pay attention to all these things to keep their employees happy and healthy.

According to a study by (Wang, 2020), transformational leadership, emphasizing support, inspiration, and motivation, has a positive association with remote workers' job satisfaction and work engagement. Leaders can ensure their teams feel connected and engaged through regular virtual meetings, team-building activities, and social interaction opportunities. Hertel et. al.'s (2015) study found that social interaction is positively related to team cohesion, trust, and satisfaction in virtual teams. The impact of remote work on employee well-being is multifaceted. While the autonomy offered by remote work contributes positively to job satisfaction, research by Perry-Smith and Levi (2018) emphasized the potential negative effects, such as feelings of isolation and reduced social support, which can detrimentally affect overall well-being. Striking a balance between the advantages and challenges is essential for organizations to optimize the well-being of remote workers.

2.3 Best Practices for Implementing Employee Well-Being Programs

The well-being of employees is the cornerstone to any company's success. Public officials including MEPs agreed that this is so, and given the high amount of work pressure faced by those in construction the same must be true within that sector. As Dodanwala, Shrestha and other co-authors maintained, staff who work for construction companies form the company's backbone and directly serve to fulfill its objectives. On the other hand, dissatisfaction from improper leadership or not providing support results in a depletion of productivity workers' work feelings cut back on as well as involving corporations third-party losses reaching massive proportions. There is a strong well-being program for all staff at every level of business in order to make them high-performance motivated members. Petronico and Colacino (2008) noted that sympathy to labor is crucial; all kinds of incentives must be used to provide enough to keep workers' spirits fighting strong. Best practices and major steps in implementing effective employee well-being strategies are as follows:



1. Leadership Support

- Encourage top management to actively promote healthy living initiatives.
- Provide leaders with management tools that are empathic and supportive, not disheartening for their employees.

2. Employee Centered Design

- Prior to devising a scheme, gather information from employees by means of questionnaires or focus groups.
- Do not take a blanket approach to well-being, but rather mold the program according to differing requirements of managerial and non-managerial staff.

3. Periodic Evaluation and Correction

- Continual appraisal of the effectiveness in well-being strategy (Dorta-Afonso, et al., 2023). Alter the programs of employees' feedback and workplace dynamics shift.

4. Holistic concept of well-being

- Offer comprehensive support in physical, mental, and emotional areas (e.g., fitness classes, counselling, flexible work schedules.)
- Raise the status of employees ' contributions to improve motivation.

5. Open

- Present well-being initiatives in an accessible way prominently and promote participation.
- Allow employees a voice where their contributions add to the overall greatness of team success (Leif et al., (2024).
- Adhering to these best practices can strengthen employee satisfaction, productivity, and retention, leading to long-term success for organizations (Fleming, W. J. 2024).

2.4 Organizational Support

Support in the organization is huge when it comes to helping employees be successful at work. This especially is hugely important in the realm of employee well-being and remote work in the digital age and ensuring all employees have what they need to do their best work while working remotely. It is all these different things. For starters, companies have to give their employees the right technology to work from home. This includes good internet, the appropriate software and hardware, and robust security to protect information. Flexible work rules are also important. It allows remote workers to set their own work schedules and work preferences, such as flexible hours or different work locations. Companies should have resources to use for well-being, such as mental health resources, fun virtual activities and ways to figure out a work-life balance. Managers are really important too. Their remote teams need them to provide direction and support, and training can help them to be better at both. First, support teams make certain employees have the gear and knowledge they need to do their jobs productively. On the other hand, it is important to help employees who are working

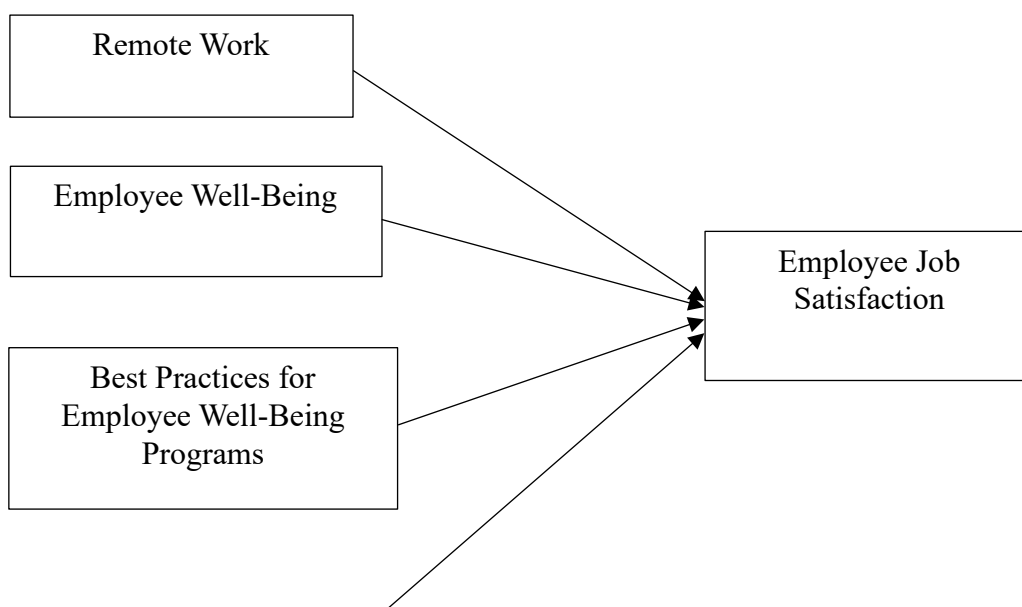
remotely feel included as part of a team. Furthermore, efforts like career development programs to give employees a sense of direction for career growth, which also enhances engagement and reduce attrition. Additionally, a healthy work climate, established by team building exercises and equitable resolution of conflicts, fosters constructive engagement among the employees. Supporting organisational groups increase job satisfaction by meeting the professional and personal needs of staff. Organizations that employ these strategies see increased productivity, reduced turnover, and happier employees.

This could be in the form of online team activities, social events or just chatting to a colleague. All in all, effective organizational support for employee well-being and remote work in the digital age is about equipping people with the tools and resources they need to do great work from any location. When companies center on their employees' well-being, and provide them with the support they need, they make everyone happier, work better and stick around longer (Lin et al., 2020). Organizational support is used to build a trust relationship and to reduce employee's problem to job satisfaction.

2.5 Job Satisfaction

Job satisfaction is the feelings of an employee when reflecting on the extent of meeting his/her needs of the job (Kong, 2018). This attitude refers to an employee's perception of how satisfied they are with their job in their work environment. Employee job satisfaction is important as it is related to high turnover, organisational commitment and individual performance, and is used as main indicator of organisational performance (Juba, et al., 2024).

2.6 Conceptual Framework



Organizational Support

Figure 2: Conceptual Framework



CHAPTER 3 Research Methodology

3.1 Research Design

A qualitative study was conducted, utilizing focus group discussions to explore this topic in depth. This chapter outlines the participants involved, the process of conducting discussions, the nature of the questions posed, and the methods used for data collection and analysis. These carefully designed steps aimed to gather insights into participants' perceptions of remote work and its influence on their job satisfaction.

3.2 Focus Group Structure

The focus group discussion was conducted with all 17 participants simultaneously. A neutral facilitator moderated the discussion to ensure all voices were

heard and the conversation remained focused. Participants were encouraged to share their opinions, experiences, and suggestions openly and respectfully. The discussion was audio-recorded to accurately capture participant responses.

3.3 Focus Group Questions

The focus group discussion comprised six open-ended questions aimed at exploring participants' perceptions and experiences regarding remote work and its impact on job satisfaction. Each question was designed to elicit detailed responses covering various aspects of remote work, job satisfaction, and potential strategies for improvement.

3.4 Data Collection Procedure

Participants were informed about the purpose of the focus group discussion and their role in providing valuable insights.

- The discussion commenced with an introduction to the topic, and the first question was presented.
- Participants were given ample time to reflect on the question and share their thoughts with the group.
- The facilitator encouraged active participation from all participants, ensuring that quieter voices were given the opportunity to speak.
- Once responses to each question were gathered, the facilitator summarized key points and sought confirmation from participants.
- Participants then moved on to the next question, following the same procedure until all questions were addressed.
- Throughout the discussion, participants were encouraged to provide examples from their own experiences to enrich the conversation.
- Any additional comments or insights from participants were welcomed at the conclusion of the formal questions.
- The facilitator ensured that the discussion remained focused and productive, steering participants back on topic when necessary.

Table 1: Participant Profile

Position	Age Category	Gender	Department
Program Manager	46	Male	Program
Activity Manager	29	Male	Program

Logistic Supervisor	32	Male	Logistic
Com Officer	36	Female	Program
Field Supervisor	30	Male	Field
MEAL Officer	28	Female	MEAL
HR officer	29	Female	HR
Admin Officer	31	Male	HR
Field Officer	32	Male	Program
Finance Officer	27	Female	Finance
MEAL Agent	36	Male	MEAL
MEAL Agent	34	Male	MEAL
MEAL Agent	33	Male	MEAL
MEAL Agent	38	Female	MEAL
Mobilize Worker	23	Male	Mobilization
Mobilize Worker	21	Male	Mobilization
Mobilize Worker	24	Male	Mobilization

3.5 Data Analysis

Data were analyzed using thematic analysis to identify recurring themes, patterns, and insights. Themes were coded and organized according to their relevance to the research objectives. Data were triangulated with other sources and existing literature, to enhance credibility and validity. Findings were presented in a comprehensive report, including direct quotes from participants to support key findings.

CHAPTER 4 Findings

As organizations continue to shift their work structures, the debate between remote work and traditional office settings remains relevant. This study explored the preferences and challenges of a diverse team, aiming to understand how remote work influenced job satisfaction. Focus group discussions were conducted with 17 participants. The purpose of the selection was to guarantee wide-ranging perspectives to be able to gather experiences and thoughts about their position and the influence of remote work on job satisfaction.

4.1 Participants of Focus Group Discussions

Table 2: Participant Demographics

Category	Details	
Total Participants	17	
Age Range	21– 46 years	
Gender Breakdown	Male:12	71%
	Female:5	29%
Job Roles	Managers	30%
	Field workers:	25%
	Administrative staff:	20%
	Analysts	15%
	Finance personnel	10%
Experience with Remote Work	Less than 1year	10%
	1–3 years	50%
	More than 3	40%
	years	

The group comprised 71% males and 29% females, representing a diverse range of job roles: 30% were managers, 25% were field workers, 20% were administrative staff, 15% were analysts, and 10% were finance personnel. Participants' experience with remote work varied, 10% having less than one year of experience, 50% having between one and three years, and 40% having more than three years.

Main Analytical Findings of Participants

1. Gender Imbalance in the Sample

The population was also largely male (71%), which could introduce a bias in job satisfaction views if gender has a different impact on remote work experiences.

2. Diverse but Not Representative Female Professions

Although the sample spans different departments (Program, MEAL, HR, Finance, etc.), the representation of women is low (29%), and thus may influence gender-specific insights on the challenges of remote work.

4.2 Dissatisfaction and Satisfaction of Participants

Question	Findings
Preference for Traditional Office vs. Remote Work	Dissatisfaction with Remote Work: 75% Satisfaction with Remote Work: 25%

During the focus group discussions, participants expressed their preferences regarding traditional office work versus remote work. The findings revealed that 75% of participants reported dissatisfaction with remote work, while 25% expressed satisfaction.

4.3 Challenges and Suggestions from Focus Group Discussions

Category	Challenges and Suggestions
Difficulties in Communication	Remote work hindered real-time collaboration and effective communication.
Collaboration Issues	Team bonding and seamless collaboration were often compromised, leading to disconnection.
Work-life Balance Struggles	Many participants struggled to maintain clear boundaries between work and personal life, leading to overwork and burnout.
Encouraging Time Management	Using tools like time trackers and breaks to ensure a balanced workload.
Improving Communication Tools	Participants recommended using advanced, reliable tools to enhance team interaction.
Establishing Clear Work Expectations	Setting well-defined guidelines for remote work to prevent misunderstandings.

Providing Training on Technologies	Equipping employees with the necessary skills to handle remote work technologies effectively.
Impact on Productivity	Participants highlighted that stress, isolation, and burnout often reduced productivity.
Dissatisfaction with Remote Work	75% of participants were dissatisfied with how remote work affected job satisfaction.
Satisfaction with Remote Work	25% expressed satisfaction with remote work's influence on job satisfaction.
Regular Virtual Meetings	Participants suggested holding regular virtual team check-ins to maintain connection.
Feelings of Isolation	Participants felt isolated, leading to reduced job satisfaction.
Fostering a Culture of Recognition	Ensuring employees feel acknowledged for their contributions despite being remote.
Dissatisfaction with Work-Life Balance	75% struggled to achieve work-life balance in remote work settings.
Satisfaction with Flexibility	25% acknowledged the potential benefits of flexibility in managing responsibilities.
Regular Manager Check-ins	Frequent communication from managers to address challenges.
Skill Development Opportunities	Providing opportunities for professional growth to maintain engagement.
Fostering a Supportive Work Culture	Creating an environment that values feedback, collaboration, and recognition.
Encouraging a Healthy Work-life Balance	Promoting balanced workloads and flexible schedules.

CHAPTER 5 Conclusion and Recommendation

5.1 Conclusion

This study explored what people in a diverse team preferred and how their remote work affected job satisfaction. The results show it's crucial to think about different perspectives when creating work environments that suit everyone.

The study found that people have different opinions about remote work. While 25% agreed with it, 75% disagreed, showing how job roles influenced these opinions. This diversity highlights the need for customized approaches to meet the different needs of employee.

5.2 Recommendation

5.2.1 Tailored Approach for Managers

Managers, such as Program Managers, can significantly benefit from the flexibility and balance that remote work offers. It allows them to lead and coordinate teams more efficiently across various time zones and locations. For companies, finding ways to harness remote work's advantages to make these roles more productive and satisfying is essential.

One strategy is to provide managers with enhanced tools for communication, collaboration, and project management. These tools can automate routine tasks, allow real-time tracking of progress, and foster better engagement with their teams. Additionally, remote work policies should be tailored to offer managers opportunities for uninterrupted focus, as well as flexibility in their schedules to accommodate the diverse demands of their leadership roles. Companies should also foster a culture of trust and accountability, where managers are empowered to make decisions and monitor their teams without needing constant oversight. This autonomy, combined with clear performance metrics, can make remote work even more appealing and rewarding for those in managerial roles. Leadership training focused on managing remote teams effectively can also help them adapt better and grow within this working model.

Lastly, flexible working arrangements can increase job satisfaction for managers by reducing burnout, allowing them to maintain a better work-life balance. This, in turn, can boost their productivity and engagement with their teams, leading to better project outcomes and overall success. By embracing these tailored approaches, organizations can ensure that managers feel supported, engaged, and equipped to lead their teams effectively in a remote work environment.

5.2.2 Mixing Remote Work and Office Work for Coordination

For roles requiring coordination and detailed planning, such as the Logistics Supervisor, a hybrid model of remote and office work can offer the best of both worlds. These positions benefit from the flexibility of working remotely during the planning phases, while still maintaining the option for hands-on, in-person collaboration when necessary. This blend of remote and office work allows coordinators to focus on administrative tasks, such as scheduling, tracking shipments, or liaising with vendors,

from the comfort of their homes or a remote location. Without the distractions of a bustling office, they can analyze data, strategize, and make decisions with greater clarity. At the same time, the ability to work in an office setting provides opportunities for on-the-ground involvement, such as overseeing operations, addressing issues in real-time, and maintaining face-to-face communication with team members. By working remotely part of the time, coordinators also gain the flexibility to manage their time more efficiently, particularly for tasks that require uninterrupted focus or detailed review. For example, a Logistics Supervisor might use remote days for organizing shipment schedules or negotiating contracts with suppliers, where concentration is key. Office days, in contrast, can be reserved for team meetings, inspections, or troubleshooting operational challenges on-site.

To ensure a smooth blend of both remote and office work, companies should invest in reliable communication and project management tools. These tools allow seamless collaboration between remote and on-site teams, ensuring that coordinators remain updated and in control of operations, regardless of their location. By enabling flexibility for roles that mix planning with hands-on oversight, companies can not only enhance productivity but also improve job satisfaction by allowing workers to manage their workload more autonomously.

5.2.3 Understanding On-Site Needs

Certain roles, such as the field supervisor, require a consistent on-site presence due to the nature of the work. These positions involve direct supervision, problem-solving, and immediate decision-making, which makes remote work challenging, if not impractical. Field supervisors are often responsible for overseeing operations, ensuring safety compliance, managing workers, and addressing issues in real-time, all of which demand their physical presence.

Companies must acknowledge that while remote work has many benefits, there are roles that cannot easily transition to this model. Instead of forcing remote solutions where they don't fit, organizations should focus on supporting on-site employees by making their work environment as efficient and flexible as possible. This can be done by enhancing field technology, improving on-site resources, and offering support tools that make on-site management more streamlined. For example, implementing advanced digital tools that allow field supervisors to monitor operations more effectively can reduce the time needed for hands-on troubleshooting and enhance productivity. When possible, companies can provide remote capabilities for administrative tasks, such as report generation, scheduling, or team communication, allowing the supervisor to manage these elements from a remote location when not actively needed on-site.

Additionally, to maintain the flexibility that remote workers enjoy, companies can offer flexible scheduling, rotational shifts, or hybrid roles where the supervisory work is split between on-site oversight and remote coordination when applicable. Recognizing that the bulk of their job needs to happen in the field, offering tools and processes that ease these responsibilities can make these positions more sustainable and rewarding. In the end, recognizing and accommodating the requirement of on-the-job work in such vital positions and adding flexibility to work remotely whenever feasible

makes it possible to equip employees like Field Supervisors without sacrificing the job requirements.

5.2.4 Balancing Remote Work and Office Work for Finance Roles

Administrative roles, like the HR officer, can benefit from remote work for tasks like paperwork. Companies should give resources and support for remote work in these roles to boost efficiency and job satisfaction.

Finance roles, such as the finance officer, are well-suited for remote work in many respects. Tasks like financial analysis, budgeting, reporting, and reviewing financial data can often be done independently, requiring focus and minimal interruptions, which makes remote work an ideal option. However, these roles also require regular collaboration with other departments, management, and finance teams, particularly for decision-making, strategic planning, and problem-solving. This makes it important to balance remote work with in-person interaction.

Companies should aim to create an environment that facilitates both remote and in-office work, ensuring that teamwork remains seamless and effective. One way to achieve this is by leveraging technology, such as cloud-based financial systems, real-time communication platforms, and collaborative tools, which allow finance officers to work from anywhere without missing out on crucial interactions with their colleagues. Regular virtual meetings can ensure that communication remains clear, deadlines are met, and team members stay connected. For tasks that require close coordination, such as budget presentations, financial forecasting discussions, or cross-departmental financial reviews, in-office collaboration still plays a vital role. Face-to-face meetings can foster more dynamic discussions, enable quicker decisionmaking, and build stronger relationships with key stakeholders, such as senior management or clients. Additionally, office settings often provide access to resources and teams that may be less readily available when working remotely. To support a hybrid model, companies can adopt a flexible scheduling system that allows finance teams to work remotely for tasks that require concentration and deep focus, and come into the office for collaborative projects, critical meetings, or when specific resources are needed. By alternating between remote and in-office work, finance professionals can enjoy the benefits of both environments, leading to increased productivity, better work-life balance, and more effective team collaboration.

Moreover, clear guidelines should be established to ensure that remote work does not hinder financial operations or compliance requirements. Regular check-ins, structured workflows, and transparent communication practices can ensure that finance roles maintain accuracy and accountability, whether employees are working remotely or in the office. In creating a supportive hybrid work environment for finance roles, companies can boost efficiency and employee satisfaction while maintaining the integrity and reliability of financial operations.

5.2.5 Taking Advantage of Remote Work for Analysts

Analytical functions like Monitoring, Evaluation, Accountability, and Learning (MEAL) agents are best positioned to gain from the concentrated setting that remote work offers. These functions are inherently data-intensive and include report preparation and planning at a strategic level, all of which are best done with close attention and fewer distractions. Remote work enables analysts to delve deep into data work without the interruption characteristic of a packed office and thus produce better quality work and work more efficiently.

However, while remote work enhances focus and efficiency, it's equally important to maintain opportunities for in-person meetings to foster team spirit, collaboration, and creativity. In analytical fields, problem-solving, brainstorming, and peer reviews benefit from the spontaneous interactions and dynamic discussions that often happen in face-to face settings. MEAL teams, for instance, might need to come together periodically to share insights, validate findings, or align on strategic directions for program evaluations. To strike the right balance, companies should design a hybrid work model where analysts can leverage the advantages of remote work while also having regular in-person engagements. For data-heavy tasks, such as tracking program metrics, evaluating outcomes, or preparing performance reports, remote work provides the perfect setting for uninterrupted focus. But for tasks requiring team collaboration, such as developing new monitoring frameworks, conducting joint evaluations, or innovating on learning strategies, scheduled in-person or virtual meetings can promote creative thinking and strengthen team bonds.

To maximize the benefits of this balance, companies should encourage periodic team retreats, strategy sessions, or collaborative workshops. These in-person gatherings not only facilitate meaningful dialogue but also build trust, camaraderie, and collective ownership of projects. During these sessions, MEAL team members can engage in deeper discussions, exchange perspectives, and explore innovative approaches to data analysis or program improvement, all of which can be more challenging to achieve in a purely remote setting. To support remote work for analysts, companies should invest in robust digital tools that allow seamless access to data, efficient communication, and real-time collaboration. Cloud-based data management systems, virtual whiteboards for brainstorming, and secure project management platforms are essential to maintaining workflow fluidity and team alignment. Furthermore, companies can promote hybrid work environments by organizing virtual coffee breaks or informal team-building activities to foster connection and maintain team spirit even when working remotely. This ensures that despite physical distance, the team feels united, and creative energy remains high.

In summary, while analytical roles like those on MEAL teams thrive in the focused environment that remote work provides, it is crucial to blend this with regular inperson engagements to sustain team cohesion, encourage innovation, and maintain a collaborative spirit. With the right structure and tools in place, companies can effectively harness the strengths of both remote and in-person work for these analytical teams.

REFERENCES

- Aubouin-Bonnaventure, J., Chevalier, S., Lahiani, F. J., & Fouquereau, E. (2024). Well-being and performance at work: a new approach favourable to the optimal functioning of workers through virtuous organisational practices. *International Journal of Organizational Analysis*, 32(4), 608-623.
- Bodhi, R., Luqman, A., Hina, M., & Papa, A. (2023). Work-related social media use and employee-related outcomes: a moderated mediation model. *International Journal of Emerging Markets*, 18(11), 4948-4967.
- Burke, P. J. (2013). The right to higher education: *Beyond widening participation*. Routledge.
- Caton, K. (2014). Underdisciplinarity: Where are the humanities in tourism education?. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 15, 24-33.
- Cerciello, M., Busato, F., & Taddeo, S. (2022). The effect of sustainable business practices on profitability. Accounting for strategic disclosure. *Corporate Social Responsibility and Environmental Management*, 30(2), 802-819.
- Coghlan, S., & Parker, C. (2023). Harm to Nonhuman Animals from AI: a Systematic Account and Framework. *Philosophy & Technology*, 36(2), 25.
- Delanoeije, J., & Verbruggen, M. (2020). Between-person and within-person effects of telework: a quasi-field experiment. *European Journal of Work and Organizational Psychology*, 29(6), 795-808.
- Dobrijevi, G., & Savi, A. (2022). The impact of the COVID-19 pandemic on work organization. *The European Journal of Applied Economics*, 19(1), 1-15.
- Dorta-Afonso, D., Romero-Domínguez, L., & Benítez-Núñez, C. (2023). It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *International Journal of Hospitality Management*, 108, 103364.
- Fleming, W. J. (2024). Employee well-being outcomes from individual-level mental health interventions: Cross-sectional evidence from the United Kingdom. *Industrial Relations Journal*, 55(2), 162-182.

- Hertel, G., Geister, S., & Konradt, U. (2015). Managing virtual teams: *A review of current empirical research*. *Human resource management review*, 15(1), 69-95.
- Juba, O. O., Olumide, B. F., David, J. I., Olumide, A. O., Ochieng, J. O., & Adekunle, K. A. (2024). Integrating Mental Health Support into Occupational Safety Programs: Reducing Healthcare Costs and Improving Well-Being of Healthcare Workers Post-COVID-19. *Revista de Inteligencia Artificial en Medicina*, 15(1), 365-397.
- Kong, (2018). Psychological capital research: *A meta-analysis and implications for management sustainability*. *Sustainability*, 10(10), 3457.
- Leif, E. S., Subban, P., Sharma, U., & Fox, R. (2024). "I look at their rights first": strategies used by Australian behaviour support practitioners' to protect and uphold the rights of people with disabilities. *Advances in Neurodevelopmental Disorders*, 8(1), 17-34.
- Lin, W. R., Yang, F. J., & Chang, Y. H. (2020). The Impact of Risk Factors and Attitudes on Use Mobile Payment Intention. *Journal of Accounting, Finance & Management Strategy*, 15(1).
- López-Igual, P., & Rodríguez-Modroño, P. (2020). Factores de desigualdad entre teletrabajadores en Europa. *Revista de economía crítica*, (31), 62-79.
- Nguyen, M. H., Büchi, M., & Geber, S. (2024). Everyday disconnection experiences: Exploring people's understanding of digital well-being and management of digital media use. *new media & society*, 26(6), 3657-3678.
- Perry-Smith & Levi. (2018). Flexible work arrangements, national culture, organisational characteristics, and organisational outcomes: *A study across 21 countries*. *Human Resource Management Journal*, 28(1), 182-200.
- Petronio, A., & Colacino, P. (2008). Motivation strategies for knowledge workers: Evidences and challenges. *Journal of technology management & innovation*, 3(3), 21-32.
- Polyanska, A., Pazynich, Y., Poplavska, Z., Kashchenko, Y., Psiuk, V., & Martynets, V. (2024, March). Conditions of Remote Work to Ensure Mobility in Project Activity. *In International Scientific-Technical Conference MANUFACTURING* (pp. 151-166). Cham: Springer Nature Switzerland.

- Rodríguez-Modroño, P., Agenjo-Calderón, A., & López-Igual, P. (2023). A Feminist Political Economic Analysis of Platform Capitalism in the Care Sector. *Review of Radical Political Economics*.
- Rodríguez-Modroño, Utomo, H. J. N., Irwantoro, I., Wasesa, S., Purwati, T., Sembiring, R., & Purwanto, A. (2023). Investigating The Role of Innovative Work Behavior, Organizational Trust, Perceived Organizational Support: An Empirical Study on SMEs Performance. *Journal of Law and Sustainable Development*, 11(2), e417-e417.
- Schmitt, J. (2024). Employee well-being and the remote leader: A systematic literature review. *Central European Business Review*, 13(1), 27-42.
- Straus, Eva, et al. "Remote workers' well-being, perceived productivity, and engagement: which resources should HRM improve during COVID-19? A longitudinal diary Study." *The International Journal of Human Resource Management* 34.15 (2023): 2960-2990.
- Tavares, E. (2017). Scientific literature analysis on big data and internet of things applications on circular economy: a bibliometric study. *Scientometrics*, 111(1), 463-492.
- Wang, D. (2020). RNAInter in 2020: RNA interactome repository with increased coverage and annotation. *Nucleic acids research*, 48(D1), D189-D197.

APPENDIX

Questions

1. Do you prefer working in a traditional office or remotely? What are the challenges and barriers you face with remote work, and what strategies do you think can help overcome them?

- This question aims to understand personal preferences between office and remote work setups. The challenges may include lack of social interaction, difficulty maintaining work-life boundaries, technological issues, or feeling disconnected from the team. Responses can highlight strategies such as creating a designated workspace at home, using collaborative tools to stay connected, or adopting regular virtual check-ins to maintain team cohesion.

2. How do you think working remotely affects job satisfaction? Can you share any best practices or strategies for promoting job satisfaction in a remote work environment?

- This question explores how remote work influences employee engagement and satisfaction. Respondents may mention positive aspects like greater flexibility and autonomy or drawbacks like feeling isolated. Best practices might include fostering virtual team-building activities, providing clear communication, ensuring access to necessary resources, and setting realistic expectations for workload management to enhance job satisfaction.

3. In your opinion, how does the flexibility of remote work help employees achieve a better work-life balance? Can you discuss any challenges or barriers that may arise in maintaining this balance?

- This question addresses the perceived benefits of remote work in creating a better balance between personal and professional lives. Respondents may acknowledge the flexibility to manage their schedules but also mention challenges like overworking or difficulty switching off from work. Suggested strategies for maintaining balance may include setting clear boundaries, creating routines, and leveraging time management tools to prevent burnout.

4. How do you believe employee well-being impacts productivity in a remote work setup? Can you share any practices or measures organizations can adopt to support employee well-being in a remote work environment?

- This question investigates the link between well-being and productivity, emphasizing the importance of mental and physical health in a remote setting. Respondents may highlight the need for regular breaks, ergonomic workspaces, and mental health support programs. Organizations can support well-being through initiatives like virtual wellness programs, encouraging time off, offering access to online counseling services, and promoting a balanced work culture.

5. From your experience, how does working remotely influence job satisfaction among employees? Can you highlight any factors that contribute to or detract from job satisfaction in a remote work setting?

- This question seeks to uncover factors that either enhance or hinder job satisfaction in a remote work environment. Positive factors may include increased autonomy, reduced commuting time, and a better work-life balance. On the other hand, negative factors might involve feelings of isolation, communication breakdowns, or difficulty with collaboration. Responses may suggest ways to address these issues, such as enhancing communication tools, promoting virtual social interactions, and offering flexible schedules.

6. What factors do you think are most influential in determining job satisfaction for remote workers? Can you discuss any specific strategies or initiatives that organizations can implement to enhance job satisfaction in the context of remote work?

- This question explores the most significant contributors to job satisfaction in a remote work environment. Factors like flexibility, autonomy, career development opportunities, and recognition for achievements may play a key role. Organizations can implement strategies such as offering career advancement programs, conducting regular performance reviews with constructive feedback, ensuring transparent communication, and recognizing accomplishments to boost employee morale and satisfaction.

These questions provide a comprehensive look into employee preferences, challenges, and strategies related to remote work, offering valuable insights into how companies can create effective, satisfying, and productive remote work environments.

