

Impact of Remote Work on Employee Productivity and Job Satisfaction

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Abstract

This study investigates the impact of remote work on job satisfaction and employee productivity among personnel of the United Nations Assistance Mission in Afghanistan (UNAMA) in Kabul, evaluating the effects of remote work arrangements on employee outcomes and identifying the organizational and managerial factors that affect their effectiveness. The emergence of remote labor has transformed organizational processes, particularly in complex and resource-constrained environments. The findings indicate that remote work has a statistically significant and beneficial impact on employee productivity and job satisfaction. All five dimensions exerted a significant influence. Work flexibility was significantly associated with job satisfaction and positively influenced productivity by facilitating the balance between professional and personal life while reducing stress levels. Technology and communication have facilitated continuous collaboration and productivity. Employee autonomy and organizational policies enhanced motivation, trust, and accountability. Managerial support emerged as the most significant indicator of job satisfaction. The study determined that, with robust leadership, adequate technical infrastructure, employee autonomy, transparent policies, and organized flexibility, remote work can serve as an effective and sustainable organizational model within UNAMA. This provides empirical evidence from a modest context and essential guidance for enterprises aiming to enhance employee satisfaction, productivity, and long-term organizational sustainability via strategically designed remote work programs.

Keywords: Remote Work; Job Satisfaction; Employee Productivity; Managerial Support; Work Flexibility; UNAMA; Afghanistan

Introduction

The workplace around the world has changed a lot in the last several years, largely because digital technology and the internet have grown so quickly. One of the major trends is the rise in popularity of remote work, which is also called telecommuting or virtual work. The idea of remote work lets people do their jobs from places other than the office by using cloud-based tools, virtual collaboration platforms, and communication technologies. Even though remote work was already becoming more popular in many fields, the COVID-19 epidemic sped up its adoption to an unprecedented level. To protect their employees, keep their businesses running, and follow public health rules, companies all over the world have to put remote work policies in place. This sudden transformation has radically changed how people think about organizational structure, management styles, and how involved employees should be (McPhail, 2024). But as more people work from home these days, there are real worries about how it can undermine critical business outcomes, notably job satisfaction and worker productivity. Productivity is how well individuals do their jobs and reach the goals of the business. In the past, things like the workplace, supervision, motivation, and working together with others have all had an effect on productivity. Remote work changes these dynamics a lot. There may be both good and bad things that affect how well people who work from home or other places do their jobs. Remote employment may make people more productive by cutting down on commute time, keeping people from being interrupted at work, and giving them more freedom.

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²Cite as: Fazal Rabi Roshan (2026). Impact of Remote Work on Employee Productivity and Job Satisfaction, *Bakhtar International Journal of Economics and Management Review*, 2(1),30-42.

But a lot of things, such as not having direct supervision, not having enough resources, not knowing where work ends and personal life begins, and feeling lonely, can make people less productive (Azimov, 2020).

Corporate culture, communication quality, and the work environment all have a big impact on job satisfaction, which is how happy employees are with their jobs. Working from home makes people happier at work because it gives them more freedom, flexibility, and a better work-life balance. However, it may also lead to psychological and professional difficulties, including alienation, communication barriers, and reduced opportunities for career progression and recognition. As a result, businesses are having a harder time figuring out if remote work makes employees happier and more motivated or less so. In developing countries like Afghanistan, where organizational culture and technology infrastructure are still in their early stages, the effects of remote work are far more complicated. Many companies, especially those in business and development, have recently tried out flexible work arrangements because of global changes and the emergence of digital transformation (Zamani, 2021). It is still unclear how ready businesses and people are for remote work. Insufficient performance monitoring techniques, inadequate business policies, limited digital literacy, and constrained access to dependable internet may hinder the successful implementation of remote work solutions. So, it's both timely and important to look at how remote work affects employee productivity and job satisfaction in these situations.

The goal of this study is to address the dearth of empirical data and a comprehensive understanding of how remote work affects worker productivity and job satisfaction in the context of Afghan organizations. Many companies continue to adopt traditional work arrangements because they believe that employees will be more accountable and productive if they are physically there. However, businesses are being advised to reconsider these concepts due to growing globalization and the digital revolution of business operations. Regulations pertaining to remote work may be influenced more by opinion than by factual data in the absence of substantial research (Zamani, 2021). Academic research on the connection between remote work, productivity, and job satisfaction among workers in many industries is urgently needed to close this knowledge gap. Additionally, there is growing pressure on managers and HR specialists to develop and implement policies that enhance worker performance while maintaining their motivation and well-being when working from home. Determining whether remote work increases employee productivity or causes new issues for management and operations is the difficult part. When there are unclear frameworks for monitoring productivity in remote settings, managers find it more difficult to make judgments. Additionally, companies struggle to maintain team cohesion and communication, both of which are critical for collaboration and innovation. Therefore, you must comprehend how these processes interact in remote locations in order to develop effective human resource management plans. From a broader perspective, the practice issue also influences how long-lasting and competitive businesses are. As global labor markets become more linked, the ability to effectively manage remote teams is anticipated to impact long-term organizational efficacy (Kuppachi, 2023). Businesses risk losing talented workers who want flexibility if they don't adapt to the latest trends. They risk a decline in productivity and morale if they are unable to successfully integrate remote work. Achieving the ideal balance between control and flexibility is critical to improving business operations and employee satisfaction.

The modern workplace has changed a lot because so many people now work from home. Technological improvements and worldwide events like the COVID-19 pandemic have sped up the shift to remote work, which has gone from a temporary requirement to a long-term work model that businesses all across the world are adopting (Kowalski et al. 2024). This change has changed the way we think about work by adding new ideas about flexibility, independence, and working together online. Businesses save money and get access to more talented workers, while employees face both opportunities and obstacles that affect their job satisfaction and productivity (Azimov, 2020). Understanding how remote work affects employee performance and satisfaction has become an important subject of research and management in organizations.

Job Satisfaction

One of the best things about working from home is that it makes people happy with their jobs. This is how happy employees are with their jobs, duties, and the place where they work. When people work from home, their job satisfaction is affected by a number of things, such as how well they communicate, how well they combine their work and personal lives, how much support they get from their managers, and how much freedom they have. Employees who feel that their companies are flexible and trustworthy usually say they are happier with their jobs (Zamani, 2021). On the other hand, people who feel alone, don't get enough help from their managers, or have trouble communicating may be less satisfied. So, job satisfaction is an important sign of how effectively remote work arrangements meet the needs of employees and the culture of the firm.

Employee Productivity

Employee productivity is a gauge of how fast and effectively workers do their tasks. The impact of remote work on productivity varies. While some employees struggle to maintain motivation, deal with disruptions at home, and have less supervision, others are more productive because they have more control over their schedules and less distractions. Productivity in remote locations can be greatly impacted by the availability of digital tools, transparent performance metrics, and consistent communication. Businesses are more likely to have stable or higher production levels if they have clear policies, provide staff with technology, and promote accountability (Kuppachi, 2023). As a result, the main dependent variable for quantitatively assessing the broader impacts of remote work is productivity.

Technology and Communication

The success of remote work is largely dependent on technology and communication. Project management solutions, video conferencing technologies, and effective digital platforms allow remote teams to collaborate easily. Employee performance and happiness are directly impacted by these technologies' effectiveness. Delays, annoyance, and misunderstandings brought on by poor connectivity or a lack of technical assistance can lower morale and productivity. Conversely, sophisticated tools encourage participation, information exchange, and prompt decision-making. Accordingly, communication and technology function as crucial independent factors that either facilitate or impede the efficacy of distant labor (Kowalski et al. 2024).

Managerial Support

Support from managers is very important in making the remote work experience better. Supportive leadership means giving people help, feedback, emotional support, and access to the tools they need. When working from home, not having a supervisor right there might make things unclear. This is why regular communication and understanding from managers are so important for keeping people motivated. Employees who feel that their managers are supportive often show more interest in their work, are happier with their jobs, and do better work. This underscores the imperative for leaders to transition management techniques from control-centric frameworks to trust-based and outcome-focused methodologies (Jawabri et al. 2022).

Employee Autonomy

The degree of independence that employees have in organizing, carrying out, and overseeing their job activities is referred to as employee autonomy. By giving workers control over their schedules and workspace, remote work inherently increases autonomy. Increased autonomy promotes innovation, responsibility, and internal drive, which enhances output and contentment. But too much liberty without enough structure or communication might lead to misunderstandings and uneven results (Raneses et al., 2022). Therefore, in order to maintain motivation while ensuring efficiency, organizations need to strike a balance between autonomy and coordination.

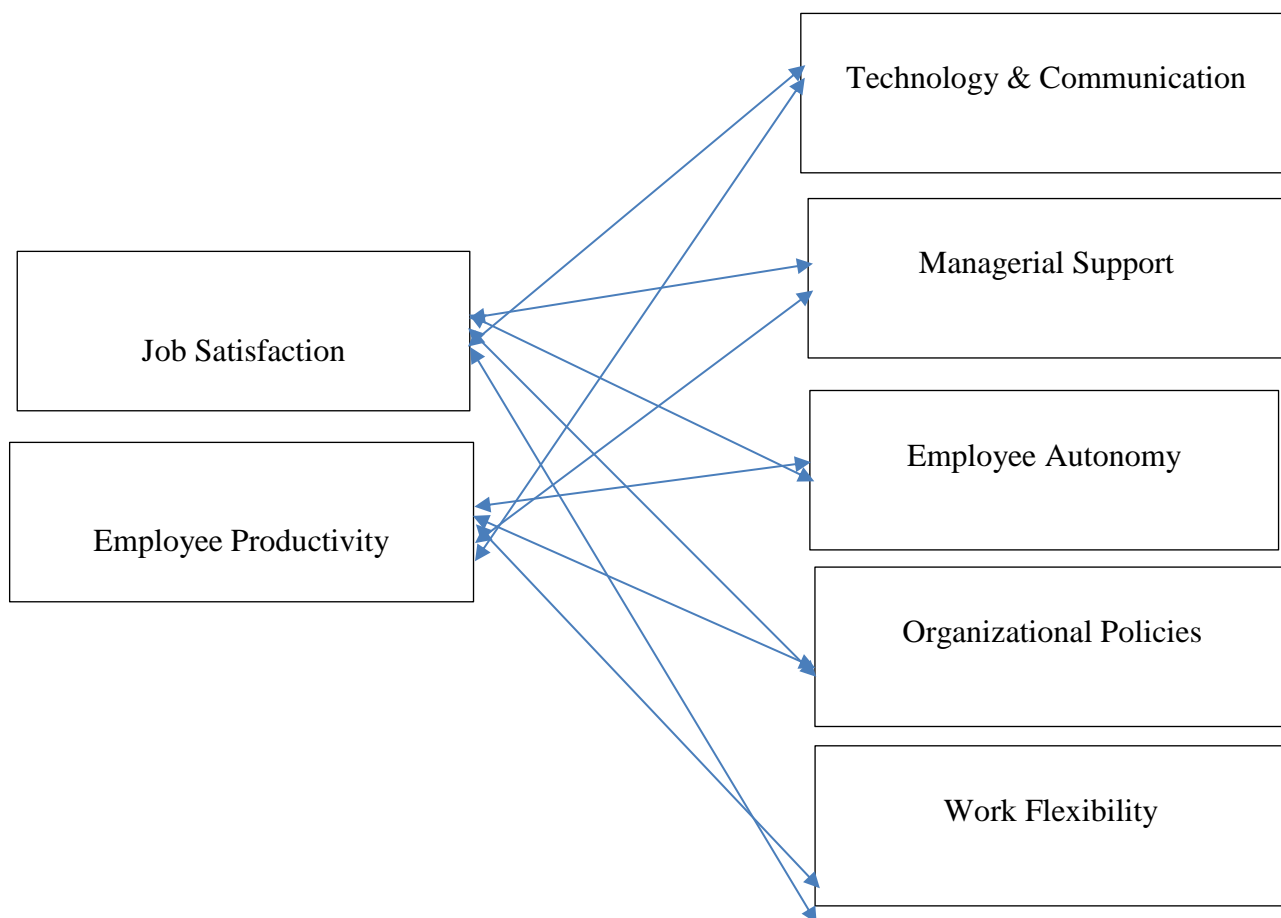
Organizational Policies

Policies at work are the official rules that regulate how people operate from home. Some of these are rules about how to assess performance, how to communicate, how to keep digital information safe, and how many hours to work. Well-thought-out remote work rules help employees and management understand one another, be fair, and trust each other. They also make it clearer what each person's job is, which helps staff stay on track with the goals of the firm. Policies that are vague or too rigid can make people less motivated and happy. So, good policy frameworks are strategic facilitators that link the structure of an organization to the experience of its employees (Castaneda et al. 2022).

Work Flexibility

One of the best things about working from home is that you may be flexible with your hours. It lets workers choose their own hours, balance their personal and professional lives, and pick places that help them stay focused. Flexibility is closely linked to higher happiness and better health (Kimondo, 2022). But if you have too much flexibility, it might make it hard to tell the difference between work and personal life, which can lead to burnout. So, organized flexibility, where expectations are clear but may be changed, strikes the perfect balance between freedom and responsibility.

Conceptual frame work



1.9 Research Questions

1. How does remote work influence employees' work-life balance?
2. What is the impact of remote work on employee productivity?
3. To what extent do demographic factors (e.g., age, gender, education, job role) affect employees' experiences of remote work?
4. What challenges and opportunities do employees face in adapting to remote work practices?
5. How can organizations optimize remote work arrangements to enhance employee performance and well-being?

1.11 Hypothesis

H₀1- There is no effect of remote work on Job satisfaction.

H₁1- There is effect of remote work on Job satisfaction.

H₀2- There is no effect of Remote work on employee productivity.

H₁2- There is effect of Remote work on employee productivity.

Additionally, the research is crucial for national development and policy. Remote work presents fresh opportunities to generate employment and increase labor force participation as Afghanistan's economy continues to be rebuilt and modernized. This is particularly true for rural residents and women who struggle to get regular jobs due to their social standing or place of residence. The results of this study can help governments, non-governmental organizations, and business associations develop policies that support worker flexibility, digital inclusion, and equitable access to employment opportunities.

Due to its theoretical and practical contributions, this study is significant. In addition to providing helpful guidance for making wise management and policy choices, it advances scholarly understanding of the relationship between distant work, productivity, and job satisfaction. In Afghanistan and other poor nations, this study aims to present

context-specific statistics to demonstrate remote work as a strategic advantage that improves productivity, worker satisfaction, and long-term organizational sustainability.

Literature Review

Mr. Tandon and Dr. Srivastava (2025) assert that the COVID-19 pandemic and technological advancements have rendered remote labor a hallmark of modern enterprises. This study analyzes survey data, focusing on advantages, challenges, and organizational support, to assess their impact on employee engagement, productivity, and job satisfaction. The results underscore the importance of digital communication tools, work-life balance, and managerial support in shaping the outcomes of remote work. The study provides insights and recommendations for organizations aiming to enhance remote work frameworks and foster sustainable models that benefit both employee well-being and organizational success, integrating empirical data with a literature evaluation. In the post-COVID-19 age, Mr. Arora (2025) says that working from home affects both worker satisfaction and productivity. Using a lot of secondary data and scientific literature, it looks at how working from home affects performance and general health. The findings demonstrate that, with adequate support—including efficient communication systems, robust leadership, and access to mental health resources—remote work may significantly enhance employee engagement and productivity. The report also gives employers important tips on how to make remote and hybrid work better so that productivity and satisfaction stay high over time.

Mr. Thakkar and Ahmedali (2025) asserted that the COVID-19 epidemic instigated a substantial deviation from conventional work practices, resulting in the swift implementation of remote and hybrid models on an unparalleled scale. This study examines the impact of these agreements on employee productivity and engagement from 2021 to 2024, a time when numerous firms were attempting to stabilize operations following lockdowns. The research used a mixed-methods approach to document this transformation, integrating extensive quantitative surveys with qualitative interviews across eight varied sectors, including manufacturing, finance, technology, and creative industries. The results show that most of the people who worked from home either kept their productivity the same or enhanced it. This was especially true for people who worked in technology, finance, and media. Likewise, employee engagement was elevated in hybrid setups, wherein intermittent face-to-face interactions bolstered team cohesion. However, persistent problems were also discovered, including restricted informal communication, social isolation, and diminishing intrinsic drive, as indicated by nearly half of the respondents. These conclusions are backed up by evidence from Gallup, McKinsey, Buffer, Owl Labs, and Microsoft, which shows that organizational behavior follows the same patterns over and over again. The results show that remote work can boost both productivity and engagement provided there are clear company policies, good digital communication tools, and ongoing involvement from managers.

According to Mr. Singh (2025), remote employment has significantly changed traditional office structures. The factors influencing worker productivity and engagement in remote work settings are examined in this study. The good news is that working from home offers benefits including increased flexibility, improved work-life balance, and reduced commuting time, all of which support employees' motivation and well-being. However, working from home can also be challenging since it can cause loneliness, make it difficult to keep work and personal life apart, and make it difficult to monitor and control performance. The study emphasizes how important it is for businesses to have inclusive and flexible remote work policies that not only improve worker well-being but also foster efficient communication and teamwork, creating a productive and healthy remote work environment. According to Khalid et al. (2025), the COVID-19 pandemic accelerated the shift to remote work, which significantly altered how individuals collaborate. This study looks at how it affects worker productivity, emphasizing both advantages and disadvantages. Flexibility, less commutes, and better work-life balance are all benefits of working remotely, which also boosts motivation, independence, and job satisfaction. However, it has drawbacks as well, including issues with technology, loneliness, and the blurring of boundaries between work and home life. Success depends on self-discipline and organizational support, while the impact varies depending on the job, industry, and individual. The findings highlight the significance of individualized remote work plans that maintain workers' health and enhance business performance in the evolving workplace following the pandemic.

Selvanayagam et al. (2025) say that the remote workplace model has become more important since COVID-19, changing how flexible workplaces are and affecting workers' productivity, health, and job satisfaction. As businesses adjust to these new conditions, it's important to know how remote employment affects them. This study examines the relationship between remote work arrangements and employee outcomes, focusing on productivity, contentment, and well-being. The study was based on two ideas: (1) hybrid work environments are better for employees' health and happiness, and (2) hybrid work environments make people happier and more productive at work. The theoretical framework was developed through a literature study, and regression and correlation analyses were employed to evaluate survey data from 1,000 employees utilizing hybrid models. The results show that hybrid employment is good for workers' health and happiness since they report higher mental health and job

satisfaction. The second hypothesis was likewise proven true since workers who were more flexible were more productive. The results show that hybrid work models can help organizations succeed by keeping productivity high, promoting balance, and making employees happier when used correctly. Perera and Tilakasiri (2024) assert that remote work solutions, adopted globally during the COVID-19 pandemic in 2019 under WHO direction, transformed employee lifestyles and organizational practices across many industries. This move made things harder for banks, therefore they had to quickly start using remote working methods. This study examines the impact of remote work on employee well-being and job satisfaction within Sri Lanka's banking sector post-COVID-19. We employed purposive sampling and a survey to get primary data from 210 banking staff in the Colombo district. We utilized SPSS to look at the data in a logical way, utilizing descriptive and inferential statistical methods like reliability tests, correlation, regression, and hypothesis testing. The results reveal that employee job satisfaction and well-being are positively linked to company culture, leadership, work-life balance, and infrastructure. These results give us a lot of useful information about the problems that bank professionals who work from home have and some good ideas for how to improve their performance and flexibility.

Dr. Kumar (2024) noted that the rapid expansion of remote work, driven by technical progress and global disruptions, has altered modern workplaces. This research examines the influence on employee performance and well-being, focusing on productivity and job satisfaction. We got the data by sending out surveys, doing interviews, and measuring employees' performance in different industries and locations. Research shows that working from home has benefits including independence, flexibility, and efficiency, which make work more productive and enjoyable. However, problems including unclear boundaries between work and personal life, loneliness, and trouble communicating also came up. Results vary according to demographics, job roles, available resources, and managerial support. The study highlights the intricate dimensions of remote work and advises organizations to use targeted strategies to improve productivity and foster employee well-being. Agwubuo and Okoro (2024) stressed that the job market has changed a lot in the last few years, especially because more people are working from home. This change has been caused by new technologies and major global events, such as the COVID-19 pandemic. As companies adjust to the new way of working, it's important to look at how working from home affects employees' productivity and health. This work utilizes a systematic literature review and a retrospective methodology to analyze human resource strategies before and after the pandemic, aiming to provide a comprehensive understanding of these dynamics. What started as a backup plan during the outbreak has become a workable long-term plan for many businesses. This change needs to be looked at very carefully because it will have a lot of impacts. While productivity is an important part of a company's success, employee well-being is just as important. This is especially true in remote work environments, where the lines between work and personal life are becoming less clear. These issues highlight the imperative for companies to attain a balance between performance demands and employee well-being in a dynamic work environment.

Celestin and Sujatha (2024) contend that remote labor has lasting impacts on organizational productivity, especially in the post-COVID-19 environment. The substantial increase in remote work adoption, from 17% in 2019 to 44% in 2020, was linked to a 30% rise in productivity between 2019 and 2024. The longer commute and more flexible schedule were two big reasons for this growth. Even with these benefits, problems arose. Seventy percent of remote workers said they had trouble balancing work and life, which led to a 15% drop in productivity. To find out how well digital solutions worked and how well performance metrics worked, a mixed-methods approach was used. This included surveys and interviews with workers in fields including healthcare and information technology. Results show that working from home makes people more productive, although traditional office arrangements are often better for working together. The study finds that for remote work to perform well, there needs to be improved technology and well-organized management. Mr. Teronen (2024) says that the COVID-19 pandemic and the rapid growth of digital technology have changed the workplace a lot in the last few years. Because of these changes, businesses have had to rethink how they do things, which has led to the use of new models and a shift from physical offices to digital platforms. The change in how people connect at work has brought both chances and problems, especially when it comes to how employees are adjusting to the new normal. The goal of this master's thesis was to find out how remote work affects employee performance, with a focus on productivity and efficiency. The research utilized a scoping review methodology to examine eight publications chosen via a systematic literature search and predefined inclusion criteria. We asked the Wiley Online Library. The Joanna Briggs Institute's critical appraisal checklists were used to evaluate the quality of the chosen research, and inductive content analysis was used to look at the data. Although the majority of studies suggest a largely positive link with productivity, the results demonstrate that the impact of remote work on performance is variable. Although it may diminish overall productivity, certain studies suggest that remote work can enhance performance quality. Factors influencing the efficacy of remote work arrangements include the nature of the tasks, the work environment, individual and familial circumstances, and organizational support. Employee coping mechanisms, commitment levels, supervisory efficacy, and managerial support are essential factors influencing distant performance. Moreover, performance outcomes are enhanced by supportive human resource practices,

such as targeted training and adaptable work-family policies. Understanding these factors is crucial for enhancing remote work strategies to boost productivity and efficiency. Aligning tasks and workplace procedures with the needs of remote work improves collaboration and the overall performance of the organization.

Mr. Safri et al. (2024) suggested that the COVID-19 pandemic expedited the embrace of remote work, signifying a distinct shift from conventional workplace practices and igniting discourse over its effects on employee productivity and motivation. This study aims to assess the impact of remote work on employee views, productivity, and motivation. Research indicates that remote work increases productivity and motivation by providing enhanced flexibility, extra personal time, and a better work-life balance. It decreases daily commuting expenses while potentially augmenting savings and other expenditures. An appropriate workload enhances mental well-being, and an orderly workspace reduces physical strain. For persons experiencing social anxiety, diminished face-to-face connection may offer respite. Simultaneously, remote work introduces many technological problems, including cybersecurity threats, ambient noise, internet unreliability, and power outages. The findings underscore the advantages and disadvantages of distant employment. Employees predominantly like remote work due to the enhanced equilibrium between professional and personal life. The research indicates a significant association between employee productivity and motivation, while also recognizing limits about time, flexibility, and potential bias in data interpretation. These findings have significant implications for enterprises, legislators, and scholars in the development of workplace flexibility and remote work policies. Malarvizhi (2024) highlighted the influence of remote and hybrid work on employee performance and job satisfaction in the post-pandemic scenario. Four independent variables work-life balance, satisfaction with digital communication, organizational social support, and intrinsic motivation—were examined by convenience sampling, with job satisfaction as the dependent variable. The findings robustly corroborated all four assumptions, demonstrating that these factors substantially affect employee outcomes. The findings suggest that remote and hybrid work arrangements enhance job satisfaction and employee performance in Malaysia post-pandemic.

Prasad and Kaushik (2024) asserted that digitalization has heightened human interaction with technology, shifting office tasks into domestic environments and impacting productivity, particularly among women. This research does a systematic investigation of the impact of remote work on productivity across several professions, utilizing the PRISMA approach and evaluating literature from Scopus and Web of Science spanning 2018 to 2023. After screening and removing duplicates, 46 papers were kept. Initial study in occupational psychology indicated increased productivity and fewer distractions at home; however, later results produced ambiguous conclusions. While flexibility, shorter commutes, and more freedom helped productivity, professionals with kids saw a drop in output. During COVID-19, other problems included social isolation, tiredness, and a lack of digital skills. University lecturers also had to deal with cyberbullying from students. The review focuses on important elements that affect productivity when working from home, but it also points out that the psychological consequences of telecommuting have not been studied enough. Sivaprakash and Venkatesh (2023) contended that employee job satisfaction is a crucial factor in enhancing organizational performance, reflecting employees' feelings and perspectives about their work. In Malaysia, despite ongoing governmental measures, the impact of remote work practices on job satisfaction remains unclear. This study aims to examine the impact of remote work on employee job satisfaction and investigates the mediating role of perceived autonomy in this context. An online survey of 185 employees from different parts of an oil and gas company in Kuala Lumpur was used to gather data. The study employed the statistical program for the social sciences to examine the relationships among the variables. The results revealed two principal conclusions: (1) remote work substantially increases job satisfaction, and (2) perceived autonomy serves as a mediator in the relationship between remote work and job satisfaction. This research's value is in providing an updated model of remote work and job satisfaction in the oil and gas sector. The results also give stakeholders and policymakers important information that can help them come up with good ways to improve remote work practices and make employees happier at work.

According to Onyeze et al. (2023), the COVID-19 pandemic and the quick development of technology have greatly increased the growth of remote work. The purpose of this study is to look into how remote work affects workers' wellbeing and productivity. Using a mixed-methods approach, the study will gather information from workers who operate remotely in order to capture both qualitative and quantitative viewpoints. The results will clarify the benefits and drawbacks of working remotely as well as its general impact on wellbeing and productivity. Organizations, legislators, and people will find these ideas useful in developing strategies for the changing nature of employment in the future. Additionally, the study intends to add to the body of knowledge already available on remote work while providing useful suggestions to maximize results for both workers and companies. According to Kowalski et al. (2022), this study was conducted during the global pandemic, which significantly changed work environments and caused employees to embrace work-from-home arrangements. The study looked at the connection between job happiness and productivity when working from home. A systematic

survey was used to gather data from 1,158 respondents in the emerging nation of India. The study was carried out using Hayes's PROCESS macros after the measurement properties were verified using LISREL software for structural equation modeling. The results show that: (i) work-life balance has a positive impact on job satisfaction; (ii) work-life balance has a positive impact on job satisfaction; and (iii) work-life balance acts as a mediator in the relationship between work-from-home productivity and job satisfaction. The findings also show that (i) work stress moderates the relationship between work-from-home productivity and work-life balance; (ii) work-personal life enhancement, as a second moderator, further moderates the link between work-from-home productivity and work stress in influencing work-life balance; (iii) emotional exhaustion moderates the relationship between work-life balance and job satisfaction; and (iv) work-personal life enhancement also moderates the relationship between work-life balance and emotional exhaustion in affecting job satisfaction. Crucially, this study examines two three-way relationships for the first time: one between work-life balance, emotional tiredness, and job satisfaction, and another between work-from-home productivity, work stress, and work-life balance. A significant conceptual contribution that offers new insights into the relationship between work-life balance and job satisfaction is the introduction of a double-layered moderated mediation model. Implications for theory and practice are also covered.

According to Singh et al. (2017), this study examines research results and published literature that show how distant work—including telecommuting and telework—affects worker productivity and professional standards. Both favorable and negative results are presented in the literature, however it is clear that the disadvantages exceed the benefits. Amabile and Kramer (2013) and Vanderkam (2013) highlight the benefits of working remotely, pointing out increased productivity and employee happiness. Despite certain advantages, remote work has many drawbacks, according to research by Roger (2013), Carter (2016), MicroExec (2013), Richardson and Writer (2017), Go (2016), McCain (2013), MSG.E., and Ricci (2014). Less output, issues with monitoring, and issues with effective communication are some of these issues. This study demonstrates that although remote work is still an effective strategy to increase employee satisfaction and motivation, businesses may have issues with it.

Research Design

The deductive method, research design, and case study are employed in this work. The purpose of this study is to ascertain how remote work affects UNAMA employees' job satisfaction and productivity in Kabul. In order to fill in the blanks and increase our comprehension of what is already known, descriptive research attempts to describe what is happening in more detail.

Population

UNAMA based on Kabul was taken as a population of the study because the study used a case study design. A total number of 197 employees out of 386 employees of different departments of the UNAMA based on Kabul were selected that would give the in-depth coverage and analysis of the results or the findings. A total number of 197 employees out of 386 employees of different departments and units of UN based on Kabul.

Researcher applied the Yamane formal for selecting the sample size the result are shown as below.

It's to be mentioned that the total number of employee of UN working remotely is 386.

$$\begin{aligned}n &= \frac{N}{1 + N(e)^2} \\n &= \frac{386}{1 + 386(0.05)^2} \\n &= \frac{386}{1 + 386(0.0025)} \\n &= \frac{386}{1 + 0.925} \\n &= \frac{386}{1.965} \\n &= 197\end{aligned}$$

Results and Discussion

The dependency effects of Job satisfaction on dimensions like Technology & Communication, Managerial, Support, Employee Autonomy, Organizational Policies, Work Flexibility, among the employees of UNAMA is defined in H_01 and H_11 taken up and its results are shown in the table-65, as an outcome of multiple regression model conceptualized. From the results, it can be inferred that the F value of 9.862 is found to be significant at 5 percent level and hence, the null hypothesis (H_01) is rejected and alternative hypothesis (H_11) is accepted. These results suggest that Job satisfaction depends on the group of 5 independent dimensions in Employee of UNAMA based on Kabul. Further, the adjusted R square value of 0.584 from the table-65 indicate that 58 percent of job satisfaction depend on these group of 5 independent dimensions in employees of UNAMA. Also, the 't' values of

2.559, 3.486, 0.179, 0.806, and 0.071, corresponding job satisfaction dimensions such as Technology & Communication, Managerial Support, Employee Autonomy, Organizational Policies, Work Flexibility, are found to be having significant effects on the model conceived.

More precisely, it is discovered that managerial support significantly improves job satisfaction among UNAMA personnel, with the greatest t value of 3.486. This unequivocally shows that among UNAMA personnel, managerial support has the most positive impact on job satisfaction. This shows that supervisors clearly define expectations for remote work, offer prompt assistance when difficulties emerge, and show confidence in staff members' capacity for independent work. They provide helpful criticism that encourages ongoing development and enhance work-life balance in distant environments. Despite working remotely, employees feel motivated to further their careers, and supervisory communication is consistent, clear, and productive. Additionally, management demonstrates flexibility in meeting the demands of remote work, which raises overall job satisfaction. Similarly, Technology & Communication among employees of UNAMA significantly good effect on Job satisfaction with the next higher t value of 2.559. This makes it quite evident that communication and technology are important for improving job satisfaction at UNAMA. The survey also demonstrates that workers have access to dependable digital tools for working remotely and that contact with coworkers is still efficient. Additionally, it highlights that there are few technical interruptions, team members react quickly in remote environments, sufficient IT assistance guarantees business continuity, and employees hardly ever feel cut off from the workflow because of technological obstacles. A productive and fulfilling remote work experience is further enhanced by proficient use of digital communication tools and successful virtual meetings.

Also, Organizational Policies among UNAMA personnel had a very positive effect on Job satisfaction, with a t value of 0.806. This means that UNAMA employees are happier at work because of the company's policies. It also shows that the company has clear and well-organized rules that make sure everyone is treated fairly and that remote work is possible. These policies make things run more smoothly, protect workers' rights, and are clearly stated throughout the company. UNAMA also keeps an eye on how remote work policies affect people's health and happiness to make sure that staff complaints are heard. Employees also trust that policies are always followed and that they treat remote and office-based workers equally. Likewise, Employee Autonomy among UNAMA personnel had a very positive effect on Job satisfaction, with a t value of .179. This shows that Employee Autonomy is good for job satisfaction among UNAMA workers. The survey also demonstrates that employees may organize their remote work, set their own schedules, and have more control over their everyday activities. They can pick how to do their jobs and feel like they can make their own choices. Also, employees can take care of their own work with little monitoring, and the company encourages self-management when they work from home. Autonomy also lets people select priorities that fit with their career goals, which makes them happier at work overall.

Also, UNAMA employees' ability to work flexibly had a very positive effect on job satisfaction, with a t value of .071. This means that Work Flexibility has a big positive impact on job satisfaction at UNAMA. The results also reveal that employees can select when to start and end their workday, which helps them better manage their personal duties. It also demonstrates that flexible hours can help you feel less stressed and have a better work-life balance. Similarly, employees are more dedicated to their jobs and can take care of family concerns without affecting their work. Flexible schedules make the job more fun and help people stay with the company for a longer time.

Table-1: Results of the regression for hypothesis-H₀₁, H₁₁

Table-1: Results of the regression for hypothesis-H ₀₁ , H ₁₁						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.653 ^a	0.605	0.584	3.84860	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	730.373	5	146.075	9.862	0.000 ^b
	Residual	2829.038	191	14.812		
	Total	3559.411	196			

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.590	3.085		3.433	0.000
	Technology & Communication	0.239	0.093	0.225	2.559	0.000
	Managerial Support	0.351	0.101	0.274	3.486	0.001
	Employee Autonomy	0.017	0.094	0.015	0.179	0.001
	Organizational Policies	0.072	0.090	0.067	0.806	0.001
	Work Flexibility	0.006	0.083	0.006	0.071	0.001

a. Dependent Variable: Job Satisfaction

4.3 Regression Analysis 2

The dependency Employee Productivity on dimensions like Technology & Communication, Managerial Support, Employee Autonomy, Organizational Policies, Work Flexibility, among the employees of UNAMA is defined in H₀₂ and H₁₂ taken up and its results are shown in the table-66, as an outcome of multiple regression model conceptualized. From the results, it can be inferred that the F value of 9.577 is found to be significant at 5 percent level and hence, the null hypothesis (H₀₂) is rejected and alternative hypothesis (H₁₂) is accepted. These results suggest that employee productivity depends on the group of 5 independent dimensions in Employee of UNAMA based on Kabul. Further, the adjusted R square value of 0.580 from the table-66 indicate that 58 percent of employee productivity depend on these group of 5 independent dimensions in employees of UNAMA based on Kabul. Also the 't' values of 3.571, 2.305, 0.965, 0.282, and 0.245, corresponding employee productivity dimensions such as Technology & Communication, Managerial Support, Employee Autonomy, Organizational Policies, Work Flexibility, are found to be having significant effects on the model conceived.

Specifically, the technology and communication skills of UNAMA workers greatly improve productivity, as shown by a t-value of 3.571. This clearly shows that Technology and Communication have a big positive effect on how productive employees are at UNAMA. This means that employees have reliable tools and technologies for working from home, that they can easily and quickly get in touch with coworkers, and that technological problems don't happen very often. In the same way, team members respond quickly even when they are far away, and the company gives them the IT help they need. Also, employees rarely feel disconnected from their work, are comfortable using digital communication tools, and think that virtual meetings help them make decisions. A t value of 2.305 shows that managerial support among UNAMA workers has a very beneficial effect on employee productivity. This clearly shows that Managerial Support has a big and positive effect on the productivity of UNAMA staff. This means that managers make sure that employees know what is expected of them by giving them clear and specific instructions for activities that are far away. Additionally, employees get help quickly and in a helpful way when problems come up, and their bosses trust that they can work on their own. In the same way, managers help people find a decent work-life balance when they work from home and provide them helpful feedback that helps them keep getting better. When people work from home, they are encouraged to succeed in their careers, and communication between managers and employees is clear, consistent, and very effective.

The next higher t value of 0.965 shows that giving UNAMA staff more freedom has a very good effect on their output. This clearly shows that giving employees more freedom to do their jobs at UNAMA makes them more productive. The poll also shows that employees feel trusted to set their own schedules and have the ability to plan and organize how they conduct their work from home. Also, people who work from home have greater control over their everyday tasks, which means they can pick how to complete them. They also feel like they can make their own judgments and take care of their duties without having to be watched all the time. The organization aggressively encourages employees to manage themselves when they are working from home, and individuals can set their own priorities that are in line with their professional goals. Organizational Policies among UNAMA staff had a very positive effect on production, with a t value of 0.282, which was the next highest value. This makes it quite evident that UNAMA's organizational policies have a good and important effect on how productive its employees are. The organization also has clear guidelines that make it easier for employees to work from home, and it makes sure that these standards are fair for everyone. Also, workers think that these rules protect their rights and make them more productive when they work from home. The organization also regularly checks to see how these rules affect the health and happiness of its employees and makes sure that remote work rules are easy to

understand and follow. In the meanwhile, workers think that the rules are always followed and that both office-based and remote workers should be treated the same.

The last higher t value of 0.245 also shows that giving UNAMA employees more flexibility at work has a big beneficial effect on their productivity. This makes it clear that giving employees more freedom at work makes them more productive at UNAMA. The data also show that workers can choose when to start and end their workday, which helps them better manage their personal responsibilities. Flexible work hours also make the job more enjoyable and encourage employees to stay with the company for a long time by lowering stress levels and making it easier to manage work and home life. They also make people more committed to their jobs and let them deal with home problems without losing productivity.

Table-2: Results of the regression for hypothesis- H ₀₂ , H ₁₂						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.548 ^a	0.600	0.580	3.89707	
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	727.273	5	145.455	9.577	0.000 ^b
	Residual	2900.748	191	15.187		
	Total	3628.020	196			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.690	3.124		3.422	0.001
	Technology & Communication	0.338	0.095	0.314	3.571	0.000
	Managerial Support	0.235	0.102	0.182	2.305	0.002
	Employee Autonomy	0.091	0.095	0.079	0.965	0.000
	Organizational Policies	0.026	0.091	0.023	0.282	0.000
	Work Flexibility	0.021	0.084	0.021	0.245	0.001

a. Dependent Variable: Employee Productivity

Conclusion

This study examined the impact of remote work on job satisfaction and employee productivity among United Nations Assistance Mission in Afghanistan (UNAMA) personnel situated in Kabul. The main purpose was to find out how remote work affects employee performance and what organizational and managerial factors make remote work more effective in a complicated, resource-limited setting. The empirical evidence indicates that remote work exerts a statistically significant and favorable influence on employee satisfaction and productivity. The results show that the five areas that were looked at—technology and communication, managerial support, employee autonomy, organizational policies, and work flexibility—have a big effect on how employees feel and do their jobs when they work from home, both as a group and on their own. This shows how complicated remote work may be and how important it is for organizations to have a balanced and integrated approach. Managerial Support was the most important element affecting job satisfaction across these groups. This shows how important good leadership is in remote settings. Employees reported improved satisfaction when supervisors conveyed precise goals, provided prompt and constructive feedback, shown trust, and maintained constant communication. These results show how important it is to have social and behavioral management strategies that promote engagement, trust, and accountability in remote work, in addition to being ready for technology. The research also demonstrates that technology and communication substantially enhance workplace happiness and productivity by facilitating seamless cooperation, minimizing disruptions, and maintaining the continuation of workflow. Access to dependable digital tools, efficient virtual meetings, timely IT assistance, and proficiency in communication platforms were deemed essential enablers of productive remote work. These results show that putting money into digital infrastructure can help organizations do better. Also, it was observed that giving employees more freedom and having clear rules at work has a big positive influence on job happiness and productivity. Increased autonomy allowed individuals to handle activities autonomously, prioritize duties, and take influence over work processes, boosting motivation and ownership. In the same way, open, fair, and consistently enforced standards in the workplace made employees trust, feel like things were fair, and feel like the organization was stable—all of which are very important when working from home. Work flexibility showed a strong and statistically significant correlation with job satisfaction and a positive relationship with productivity. Flexible work arrangements enabled

employees to better manage both professional and personal responsibilities, reduce stress, and increase overall well-being, consequently increasing commitment and long-term organizational loyalty. Still, the results show that flexibility should be planned and supported by clear standards to make sure that performance and accountability stay high. The hypothesis testing results demonstrated substantial correlations among job satisfaction, employee productivity, and particular demographic variables, including gender, age, education level, organizational tier, access to remote work technologies, and remote work experience. These disparities illustrate how individual and environmental factors affect the perception and experience of remote work, underscoring the necessity for customized and inclusive remote work practices. This study significantly enhances the little literature on remote work in insecure and impoverished areas, especially Afghanistan. It shows that remote work may be a good and effective way for a company to function if it has strong management, enough technology infrastructure, employee autonomy, clear rules, and flexible work arrangements. The results give UNAMA and other similar groups useful and strategic information, such as how to use remote work to boost employee satisfaction, productivity, and the long-term health of the firm.

Conflict of Interest

The authors affirm that no conflicts of interest are linked with this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

Author Contribution Statement

The author meticulously crafted the study, devised the methodology, executed the investigation and data analysis, composed the original manuscript, and undertook the review and editing of the document. The author autonomously executed every aspect of the research and the development of the manuscript.

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