

THE IMPACT OF REMOTE WORK ON JOB SATISFACTION AND PRODUCTIVITY: A QUANTITATIVE SURVEY-BASED STUDY

Background and Rationale:

The rapid shift to remote work models across the US has significantly altered how employees experience their jobs. While some studies suggest improvements in work-life balance and autonomy, others point to challenges in collaboration, motivation, and communication. Understanding the overall impact of remote work on job satisfaction and productivity is essential for organizations developing long-term remote or hybrid work strategies.

Research Objectives:

- To measure the relationship between remote work and employee job satisfaction.
- To assess the impact of job satisfaction on self-reported productivity.
- To test whether job satisfaction mediates the relationship between remote work conditions and productivity outcomes.

Hypotheses:

- **H1:** Remote work flexibility is positively associated with job satisfaction.
- **H2:** Job satisfaction is positively associated with self-reported productivity.
- **H3:** Job satisfaction mediates the relationship between remote work experience and productivity.

Survey Design:

- **Target Population:** Full-time employees in mid-sized US service and tech firms (50–500 employees)
- **Sampling Method:** Snowball sampling via LinkedIn and email
- **Survey Platform:** Google Forms
- **Number of Responses:** 150 valid responses
- **Questionnaire Structure:**

- Section A: Demographics (age, gender, role, years in company)
- Section B: Remote Work Experience (autonomy, support, work-life balance)
- Section C: Job Satisfaction Scale (based on validated items from the Minnesota Satisfaction Questionnaire)
- Section D: Self-reported productivity scale (custom 5-item measure)

SPSS Analysis Plan:

- **Descriptive Statistics:** Mean, SD, and frequency distribution
- **Reliability Testing:** Cronbach's alpha for job satisfaction and productivity scales
- **Correlation Matrix:** Pearson's r to test basic relationships
- **Multiple Regression:**
 - Model 1: Job Satisfaction = f(Remote Work Dimensions)
 - Model 2: Productivity = f(Job Satisfaction)
- **Mediation Testing:** Process macro in SPSS (Model 4 – simple mediation)

Key Results:

- **Descriptive Findings:**
 - 87% of respondents reported working remotely at least 3 days a week.
 - Average job satisfaction score = 4.1/5; productivity = 3.9/5.
- **Correlation Results:**
 - Remote autonomy and satisfaction: $r = 0.52, p < 0.001$
 - Satisfaction and productivity: $r = 0.61, p < 0.001$
- **Regression Model 1 (Job Satisfaction):**
 - Autonomy ($\beta = 0.48, p < 0.01$), managerial support ($\beta = 0.34, p < 0.05$) significant predictors
 - Adjusted $R^2 = 0.46$
- **Regression Model 2 (Productivity):**
 - Job satisfaction ($\beta = 0.57, p < 0.001$)

- Adjusted $R^2 = 0.38$
- **Mediation Analysis:**
 - Indirect effect of remote work flexibility on productivity through job satisfaction was significant
 - Suggests **partial mediation** (Bootstrapped CI did not contain zero)

Conclusion and Managerial Implications:

The results show that autonomy and support in remote settings enhance job satisfaction, which in turn improves productivity. Organizations should avoid one-size-fits-all remote work policies and instead focus on cultivating supportive, autonomy-rich environments. This study supports designing remote frameworks that center employee satisfaction as a strategic lever for productivity.

Report Structure (as submitted):

1. Introduction
2. Literature Review
3. Methodology
4. Survey Design and Sampling
5. SPSS Analysis and Results
6. Discussion and Implications
7. Limitations and Future Research
8. References
9. Appendices (Survey Instrument, Output Tables)

Academic and Corporate Suitability:

- **Academic:** Ideal for quantitative dissertations in HRM, Organizational Psychology, and Business Analytics.
- **Corporate:** Useful for HR teams evaluating remote work effectiveness and developing evidence-based flexible work policies.