

The Impact of Remote Work on Employee Well-being: Mediating Role of Perceived Organizational Support

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Abstract

The rapid adoption of remote work has transformed contemporary work arrangements, presenting both opportunities and challenges for employee well-being, particularly in developing and fragile contexts. This study examines the impact of remote work on employee well-being and investigates the mediating role of perceived organizational support (POS) among employees of local non-governmental organizations (NGOs) in Kabul, Afghanistan. Grounded in organizational support theory and well-being literature, the study adopts a positivist research philosophy and employs a quantitative research design. Data were collected through a structured questionnaire from a sample of 282 NGO employees engaged in remote or hybrid work arrangements. Statistical analyses were conducted to test the direct relationship between remote work and employee well-being, as well as the mediating effect of perceived organizational support. The findings reveal that remote work has a significant influence on employee well-being, encompassing physical, mental, and emotional dimensions. Moreover, perceived organizational support was found to play a crucial mediating role, mitigating the negative effects of remote work-related stress, isolation, and work-life boundary blurring. The results highlight that employees who perceive higher levels of organizational support such as access to mental health resources, effective communication, and supportive policies report better overall well-being. This study contributes to the limited empirical literature on remote work in the Afghan NGO sector and underscores the importance of strengthening

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organizational support mechanisms to enhance employee well-being in remote work settings. Practical implications for NGO management and policymakers are discussed.

Keywords: *Remote Work, Employees Well-Beings, Perceived Organizational Support*

Background of the Study

Physical, mental, and emotional health are all components that are included in the concept of employee well-being, which is a multidimensional concept. There are a number of elements that might have an effect on it, such as the climate of the workplace, the requirements of the job, and the amount of support provided by the organization. Employees frequently deal with feelings of isolation and the blurring of boundaries between their personal lives and their professional lives as a result of the transition to remote work, which has brought forth new issues for sustaining employee well-condition. Based on research conducted by Crippa et al. (2021) and Gemine et al. (2021), it has been demonstrated that working remotely can result in elevated levels of stress and physical health problems, including musculoskeletal pain caused by poor home office settings.

When it comes to the total well-being of employees, mental health is an essential component. Working remotely can make feelings of loneliness worse, leading to increased levels of anxiety and depression. This is because there is less opportunity for social engagement and support as a result of working remotely. Research that was carried out during the COVID-19 pandemic revealed that there was a significant rise in the number of mental health problems among remote workers. Many of these workers reported experiencing burnout and emotional exhaustion as a result of prolonged periods of isolation and increased job demands (Dionisi et al., 2021; Singh et al., 2022) (Frontiers). The most important actions that firms can take to counteract the harmful consequences of these factors are to ensure that employees have access to mental health resources and to cultivate a supportive work environment. Implementing policies and procedures that are supportive of employees is an important role that organizations play in fostering the well-being of their workforce. It is possible to dramatically improve the mental and emotional health of employees by providing opportunities for social engagement, regular communication, and resources for mental health. In addition, ergonomic evaluations and alterations to the configuration of a home office can lessen the likelihood of experiencing physical health problems and improve overall life satisfaction. The relevance of a supportive and inclusive workplace culture has been highlighted by research conducted by Oksanen et al. (2021) and Spagnoli et al. (2021). These studies have demonstrated that the perception of organizational support has a significant role in lowering stress levels and boosting job satisfaction among members of the remote workforce.

There is a tremendous potential for organizations to significantly improve their point of sale (POS) among their remote workforce by providing opportunities for social contact, mental health resources, and regular and effective communication. Research conducted by Crippa et al. (2021) and Oksanen et al. (2021) has demonstrated that when firms provide active support to their remote employees by means of these measures, it results in increased employee engagement, decreased feelings of burnout, and overall improved mental health outcomes. In other hand, due to COVID-19 epidemic, which drove many businesses to adjust to new working conditions, has led to an increase in the prevalence of remote labor, which has become increasingly prevalent. Working from home brings a number of obstacles, despite the fact that it provides a number of advantages, such as increased flexibility, decreased time spent commuting, and a more favorable work-life balance. It is a big cause for concern that people who work from home may be more likely to experience social isolation. This is because they may miss out on the informal connections and camaraderie that take place in a conventional office environment. This lack of social connection can lead to feelings of loneliness and alienation from the company, which can have a negative influence on both mental health and job satisfaction (Dionisi et al., 2021; Singh et al., 2022).

It is possible that many employees do not have access to home office sets that are ergonomically designed, which is another reason why lengthy remote work can be problematic for their physical health. It is possible to develop musculoskeletal disorders, eye strain, and other health problems as a result of poor posture, unsuitable seating, and prolonged exposure to electronic screens. For the purpose of addressing these concerns, firms should make certain that their staff members have access to the resources they require to establish a productive and healthy working environment at their homes. These physical health concerns can be mitigated and overall well-being can be improved by the implementation of successful initiatives such as providing ergonomic assessments, equipment stipends, and encouraging workers to engage in regular physical activity. Research published in 2021 by Oksanen et al. and Spagnoli et al. (2021).

Research Problem

The fundamental objective of this research is to gain an understanding of the influence that working remotely has on the well-being of employees, with a specific emphasis on the function that perceived organizational support (POS) plays as a mediator. The health and happiness of workers, which includes their physical, mental, and emotional well-being, has emerged as a significant issue of concern in light of the growing prevalence of remote work. According to Dionisi et al. (2021) and Singh et al. (2022), working remotely presents a number of obstacles, including social isolation, confused work-life boundaries, and physical health issues. Despite the fact that it provides flexibility and a better work-life balance, it also presents a number of challenges. A remote work environment is the independent variable

that is being investigated in this study. The shift towards working from home has brought about a change in the conventional work arrangement, which has resulted in both advantages and difficulties for workers. In spite of the fact that working remotely provides more flexibility and eliminates the stress associated with commuting, it also raises the risk of social isolation, blurs the lines between work and personal life, and can result in physical health problems due to suboptimal home office setups (Dionisi et al., 2021; Singh et al., 2022).

Importantly, there remains a limited understanding of how perceived organizational support (POS) functions as a mediating variable in the relationship between remote work and employee well-being. Although some research (Crippa et al., 2021; Oksanen et al., 2021) suggests that organizational support can enhance employee engagement and reduce burnout, these studies have not explicitly integrated POS into a comprehensive model that explains how remote work influences well-being outcomes. This indicates a clear gap in the literature, particularly in examining the indirect effects and psychological processes that link remote work conditions to employee well-being through organizational support. Remote work, as the independent variable in this study, has transformed traditional work structures by offering flexibility and reducing commuting stress. However, it simultaneously introduces challenges such as reduced social interaction, difficulty in maintaining work–life balance, and potential health risks due to inadequate home office environments. Despite growing research in this area, there is insufficient empirical evidence that systematically investigates these challenges within a mediated framework involving POS, especially in developing or under-researched contexts. Therefore, this study aims to address this gap by examining not only the direct impact of remote work on employee well-being but also the mediating role of perceived organizational support. By doing so, the research contributes to the literature by providing a more comprehensive understanding of how and why remote work affects employee well-being, offering both theoretical and practical implications for organizations seeking to support their remote workforce effectively.

Significance of the Study

The significance of this study lies in the fact that it addresses the urgent problem of employee well-being in the context of remote work, a trend that has significantly accelerated as a result of the COVID-19 epidemic. For the purpose of designing methods that effectively assist employees, it is essential to have a solid understanding of how working remotely affects all areas of employee well-being, including both mental and physical health. Organizations are able to implement targeted interventions to reduce the negative effects of remote workers and promote overall well-being if they first identify the specific issues that remote workers encounter, such as social isolation and blurring work-life boundaries (Dionisi et al., 2021; Singh et al., 2022). According to Crippa et al. (2021) and Oksanen et al. (2021), employers that want

to cultivate a remote work environment that is both supportive and productive must realize the significance of this understanding. The findings of the study have the potential to influence both policy and practice within companies. The findings of this research provide a road map for firms to follow by suggesting successful techniques to improve point-of-sale (POS) systems and providing support for remote employees. The implementation of frequent and transparent communication channels, the provision of resources for mental health, the creation of possibilities for social engagement, and the guarantee of ergonomic home office setups are all features that fall under this category.

Literature Review

Employees Well-Being

Maintaining employees' mental health is a critical dimension of overall well-being, and the widespread adoption of remote work has introduced new and complex challenges in this regard. The reduction in face-to-face interaction often leads to social isolation and loneliness, which are recognized risk factors for anxiety and depression. In addition, continuous exposure to digital communication platforms creates a sense of being constantly "on," increasing stress levels and emotional exhaustion. Earlier studies by Kniffin et al. (2021) and Wang et al. (2021) found that remote employees are more susceptible to burnout compared to office-based workers. More recent research (e.g., Choudhury et al., 2023; Eurofound, 2023; OECD, 2024) further confirms that prolonged remote work can intensify psychological strain, particularly when organizational support mechanisms are weak or unclear. These recent findings highlight that the mental health implications of remote work are not only persistent but evolving, requiring updated scholarly attention. Consequently, organizations must implement targeted interventions such as mental health support programs, structured communication practices, and policies that promote work-life balance Simpson, E., Sutton, A., Cantrell, A., et al. (2024). The physical health of remote employees is another important aspect of well-being that requires attention. Employees working from home often face musculoskeletal issues, including back and neck pain, due to inadequate ergonomic setups and prolonged sitting. Earlier studies (Gupta et al., 2020; Oakman et al., 2020) emphasized these concerns; however, recent studies (e.g., Oakman et al., 2022; World Health Organization, 2023) provide stronger evidence that poor home-office ergonomics and reduced physical activity continue to negatively affect employees' physical health in remote settings. Furthermore, new research highlights that hybrid and remote work models may lead to long-term lifestyle changes, increasing risks related to sedentary behavior and chronic health conditions. Reduced daily movement, fewer physical breaks, and limited access to workplace wellness initiatives contribute to issues such as weight gain and cardiovascular risks. Therefore, organizations play a crucial role in mitigating these challenges by offering ergonomic guidance,

promoting regular physical activity, and supporting employees in creating healthier home work environments (Olafsena et al., 2025).

Remote Work

The use of technology is essential to remote work, which not only improves communication and productivity but also presents new issues, such as the risk of experiencing digital fatigue and becoming overly dependent on virtual connections. Eye strain, headaches, and "Zoom fatigue" are all symptoms that can be brought on by prolonged use of digital gadgets. Zoom fatigue is caused by excessive video conferencing. According to Bailenson (2021) and Lee (2021), the constant requirement to be available online and the need to respond swiftly to emails and messages can further contribute to feelings of stress and weariness. The promotion of activities such as periodic digital detox periods, encouraging employees to take frequent screen breaks, and providing training on appropriate digital communication are all examples of measures that organizations can implement to address these difficulties. Additionally, the efficiency and longevity of working remotely are contingent upon certain job positions as well as individual conditions, such as the characteristics of the employee's home environment and their own personal preferences. (Kniffin et al., 2021; Wang et al., 2021) Research suggests that employees in professions that need high levels of teamwork and creativity may suffer more challenges when working in a distant environment. To ensure that all employees are able to perform their jobs effectively and to modify rules on remote work to meet the demands of a varied workforce, it is essential to have a solid understanding of these variations Simpson et al. (2024).

Perceived Organizational Support

One of the most important concepts, known as perceived organizational support (POS), is a reflection of the ideas that employees have on the degree to which their employer values their contributions and is concerned about their well-being. (Eisenberger et al., 2020; Kurtessis et al., 2017) (Frontiers) (Oyster HR) Research has shown that high levels of point-of-sale (POS) are related with a variety of good outcomes, such as raised levels of work satisfaction, enhanced organizational commitment, and decreased intentions to leave the business. There is a correlation between employees' perceptions of support from their employer and their levels of engagement and motivation, which in turn leads to increased levels of performance and productivity. A pleasant organizational climate, the cultivation of loyalty, and an overall improvement in the effectiveness of the company are all significantly influenced by point-of-sale (POS) systems. Based on research conducted by Crippa et al. (2021) and Oksanen et al. (2021) (Frontiers) (Oyster HR), it has been demonstrated that organizations that provide their remote employees with regular communication, mental health resources, and flexible work arrangements have the ability to significantly improve employee engagement and reduce feelings of burnout. Organizations have the ability to assist

remote workers in feeling more connected and appreciated by cultivating an environment that is supportive. This can ultimately lead to improved mental health and increased job satisfaction Ihm, J., Kim, Y., & Lee, C. (2024).

Remote Work and Employees Well-Being

There have been major mental health difficulties established for employees as a result of remote work, which can have an impact on general well-being. Those who work from home may have higher levels of anxiety and depression due to the fact that they do not have the opportunity to engage with others in person and tend to feel isolated. The frequent use of digital communication and the pressure to be constantly available online are factors that contribute to increased levels of stress and burnout (Felstead & Reuschke, 2020; Kniffin et al., 2021) (Frontiers) (Oyster HR). According to research conducted by Wang et al. (2021), employees who work from a remote location frequently face difficulties. One of these difficulties is the absence of social support from their coworkers, which can worsen feelings of loneliness and emotional tiredness. It is necessary for organizations to establish robust support systems in order to address these mental health difficulties. These issues are made even worse by sitting for extended periods of time and by seating arrangements that are not designed adequately. Additionally, the decreased physical activity that is linked with working from home can contribute to weight gain as well as other health difficulties, one example of which is cardiovascular problems (Gupta et al., 2020; Oakman et al., 2020). The provision of ergonomic assessments and equipment stipends, the encouragement of regular physical exercise, and the provision of instruction on how to maintain a healthy home office environment are all ways in which organizations can reduce the hazards associated with these situations Gallup (2024).

H1: Remote work will positively affect employees' well-being

Remote Work and Perceived Organizational Support

The concept of perceived organizational support (POS) is an important aspect that has a considerable impact on the degree to which remote workers are engaged in their work and feeling well. High levels of point-of-sale (POS) help employees feel valued and supported, which can help alleviate the negative consequences of working remotely, such as experiencing stress and feelings of isolation. According to research conducted by Crippa et al. (2021) and Oksanen et al. (2021). Because of the lack of face-to-face interactions with coworkers on a regular basis, working remotely might result in feelings of social isolation within the workplace. By ensuring that employees continue to feel connected and supported, point-of-sale systems have the potential to play a crucial role in resolving these concerns. The social gap that is generated by remote work can be helped to be bridged by organizations through the implementation of virtual social contacts and activities that build teams (Golden & Eddleston, 2020; Shockley et al., 2021) (Frontiers) (Oyster HR). The emotional well-being of employees is directly

correlated to the degree to which these initiatives contribute to the maintenance of a sense of community and teamwork. It is easier for employees to strike a better balance between their personal lives and their professional lives when they work for an organization that encourages regular breaks, establishes defined working hours, and places an emphasis on the significance of personal time (Felstead & Reuschke, 2020; Yang et al., 2021) (Frontiers) (Oyster HR). Employees are more likely to experience reduced stress levels and improved general well-being when they think that their employer supports their need for a balanced life. This, in turn, contributes to sustained productivity and contentment among employees when they are employed by the organization.

H2: Remote work will positively effects perceived organizational support

Perceived Organizational Support and Employees Well-Beings

Employees' psychological well-being can be significantly improved by the implementation of a strategy known as perceived organizational support (POS). Employees are more likely to experience pleasant feelings, lower stress, and higher job satisfaction when they feel supported by their organization. This is because employees feel supported by their organization. (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Point-of-sale (POS) systems have the potential to provide a buffer against the adverse impacts of job demands, hence lowering burnout and enhancing mental health. In order for remote workers to successfully traverse the obstacles of isolation and the absence of face-to-face interactions with their coworkers, the psychological support that they receive from their business becomes even more important. There is a considerable potential for the psychological well-being of remote workers to be significantly improved by the provision of resources such as mental health programs, counseling services, and frequent meetings.

In addition to the psychological advantages, point-of-sale systems play a significant role in improving the physical health of employees. The physical strain that is involved with working remotely can be alleviated to some degree by companies that show that they care about their employees by providing ergonomic equipment, encouraging physical activity, and providing health and wellness programs. The provision of ergonomic examinations and stipends for home office settings has the potential to reduce musculoskeletal issues that are widespread among remote workers (Gupta et al., 2020; Oakman et al., 2020). The provision of ergonomic examinations and stipends for home office settings has the potential to reduce musculoskeletal issues that are widespread among remote workers (Gupta et al., 2020; Oakman et al., 2020). Organizations not only demonstrate their support for their employees by addressing their physical health requirements, but they also contribute to the overall well-being and productivity of their workforce.

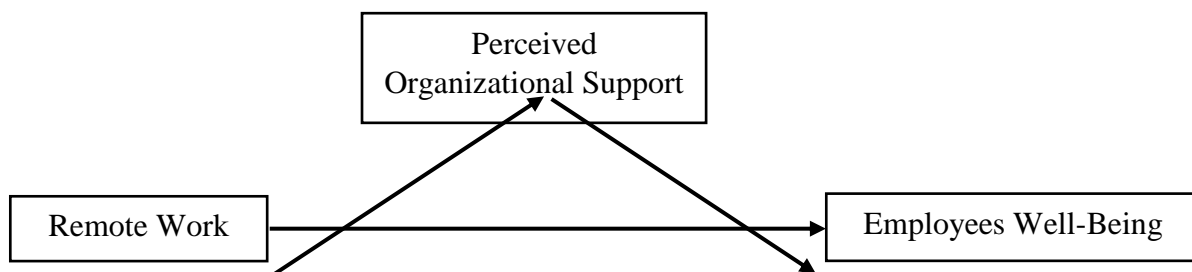
H3: Perceived organizational support will positively affect employee's well beings

Remote Work, Perceived Organizational Support and Employees Well-Being

The traditional work environment has been dramatically altered by the introduction of remote work, which has brought forth both opportunities and challenges for the sake of employee well-being. While working remotely provides the benefits of flexibility and the convenience of working from home, it also brings with it a number of challenges, including increased stress levels, social isolation, and a blurring of the lines between work and personal life. It is possible that a lack of face-to-face connections can result in feelings of isolation and disconnection, which can have a detrimental impact on mental health. Additionally, the difficulty of keeping a clear separation between one's personal life and one's professional life might lead to extended working hours and burnout (Kniffin et al., 2021; Wang et al., 2021). The implementation of comprehensive solutions to assist the mental and physical health of personnel working in remote settings is necessary in order to address these concerns. When it comes to reducing the negative effects that working remotely can have on an employee's well-being, perceived organizational support (POS) is an essential factor. Employees' perceptions of how much their organization values their contributions and how much it cares about their well-being are referred to as their perceptions of the POS. Through the provision of both emotional and practical support, high levels of POS have the potential to mitigate the negative effects of working remotely. Organizations that maintain regular communication, offer mental health resources, and give flexible work arrangements, for example, have the potential to improve the job satisfaction of remote workers and lower the likelihood of burnout (Eisenberger et al., 2020; Crippa et al., 2021). An efficient point-of-sale system (POS) helps to cultivate a sense of belonging and loyalty, which is especially crucial for employees who work remotely and may experience feelings of isolation from their coworkers.

H4: Perceived organizational support will positively mediate the relationship between remote work and employees' well-beings

Research Model



Research Methodology

In the context of a particular area of research, the term "research philosophy" refers to the fundamental beliefs and assumptions that are held regarding the process of knowledge creation and interpretation. Moreover, the methodology of quantitative research is utilized in the present investigation. Because it

enables the measurement and analysis of variables in a controlled and objective manner, this method is particularly well-suited for the investigation of the influence that working remotely has on the well-being of employees and the role that perceived organizational support plays as a mediator. A systematic method of acquiring and measuring information on variables of interest, in a manner that enables one to answer research questions, test hypotheses, and evaluate outcomes, is what we mean when we talk about data collection. It is essential to carry out this procedure in qualitative as well as quantitative research since it guarantees the authenticity of the data, which is essential for the generation of results that are both legitimate and dependable. There is a wide range of methods that can be used to collect data, such as questionnaires, interviews, observations, and official records from archives (Creswell & Creswell, 2017; Saunders et al., 2019). Moreover, the term "population" is used in the field of research to refer to the total group of people or organizations that are the focus of this particular investigation. Furthermore, it takes into account all of the components from which the researcher intends to draw conclusions. The population is characterized by particular characteristics that are pertinent to the research questions or aims, such as demographics, geographic location, or organizational affiliation (Creswell & Creswell, 2017; Saunders et al., 2019). The sample size is determined by a number of factors, including the aims of the research, the size of the population, the level of confidence that is sought, and the margin of error that is acceptable. For the purposes of this investigation, the sample size was determined to be a total of 282 individuals that participated in the survey. This selection guarantees that the sample is sufficiently large to deliver results that are accurate and valid, while at the same time staying manageable in terms of data collection and analysis. The use of 282 respondents makes it possible to conduct an in-depth investigation on the influence that working remotely has on the well-being of employees and the role that perceived organizational support plays as a mediator within the selected national non-governmental organizations (Creswell & Creswell, 2017; Saunders et al., 2019).

Statistical Analysis and Findings

Table 1: Demographic Profile

| Demographics | Characteristics | Frequency | Percentage |
|---------------|-----------------|-----------|------------|
| Gender | Male | 201 | 71.3% |
| | Female | 81 | 28.7% |
| Age | 25-30 | 146 | 51.8% |
| | 31-35 | 136 | 48.2% |
| Qualification | Bachelor | 128 | 45.4% |
| | Master | 154 | 54.6% |

| | | | |
|-------------------|--------|------------|-------------|
| Experience | 0-5Y | 104 | 41.1% |
| | 6-10Y | 79 | 21.8% |
| | 11-15Y | 99 | 37.1% |
| Total | | 282 | 100% |

According to the demographic study, men made up 71.3% of the total responses, while women made up 28.7% of the sample. Of the sample, 51.8% belonged to the age group between 25 and 30 years old, while 48.2% were between the ages of 31 and 35. Regarding educational background, the proportion of participants with a Master's degree (54.6%) was higher than that of those with a Bachelor's degree (45.4%). 41.1% of respondents reported having 0–5 years of work experience, 21.8% reported 6–10 years, and 37.1% reported 11–15 years. The sample comprised 282 people in total.

Table 2: Correlation

| | | | | |
|--|---------------------|--------|--------|--------|
| Remote Work | Pearson Correlation | 1 | .337** | .444** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 282 | 282 | 282 |
| Perceived Organizational Support | Pearson Correlation | .337** | 1 | .785** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 282 | 282 | 282 |
| Employees Well Beings | Pearson Correlation | .444** | .785** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 282 | 282 | 282 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | |

Table 2 presents the correlation analysis and results. The links between Employees' Well-Being (EWB), Perceived Organizational Support (POS), and Remote Work (RM) are displayed in the correlation table. The relationship between perceived organizational support and remote work is somewhat favorable ($r = .337, p < .01$), suggesting that involvement in remote work tends to rise in tandem with perceptions of support. There is a more robust positive connection ($r = .444, p < .01$) between employees' well-being and remote work, indicating that employees' well-being increases with remote work.

Table 3: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | .808 ^a | .653 | .651 | .41790 |
| a. Predictors: (Constant), Perceived organizational support, Remote work | | | | |

The relationship between the predictors (Remote Work (RM) and Perceived Organizational Support (POS)) and the dependent variable is described in the model summary. The R value of .808 indicates a strong positive correlation between the predictors and the outcome variable. The model fits the data well, as evidenced by the R Square value of .653, which indicates that the model explains 65.3% of the variance in the dependent variable. The Adjusted R Square, which accounts.

Table 4: Anova

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|--|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 91.734 | 2 | 45.867 | 262.639 | .000 ^b |
| | Residual | 48.724 | 279 | .175 | | |
| | Total | 140.459 | 281 | | | |
| a. Dependent Variable: Employees Well-being | | | | | | |
| b. Predictors: (Constant), Perceived Organizational Support, Remote work | | | | | | |

The regression model, which predicts Employees' Well-Being (EWB) using Perceived Organizational Support (POS) and Remote Work (RM), is evaluated for overall significance in the ANOVA table. With two degrees of freedom and a sum of squares of 91.734, the regression model illustrates the variation that the model can explain. The residual sum of squares, or unexplained variation, is 48.724, with 279 degrees of freedom, and the regression's mean square is 45.867. Given that the F-value of 262.639 is extremely significant ($p = .000$), the regression model as a whole is statistically significant. This indicates that the model fits the data well and that the predictors (POS and RM) together significantly explain the variation in Employees' Well-being (EWB).

Table 5: Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|----------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -.161 | .214 | | -.756 | .450 |
| | Remote Work | .302 | .056 | .202 | 5.403 | .000 |
| | Perceived Organizational Support | .778 | .041 | .717 | 19.155 | .000 |
| a. Dependent Variable: Employees Well-Being | | | | | | |

The coefficients table 5 gives information on how Perceived Organizational Support (POS) and Remote Work (RM) contribute to the prediction of Employees' Well-Being (EWB). On its own, the constant ($B = -0.161$) doesn't add anything to the model because it is not statistically significant ($p = 0.450$). With other factors held constant, Remote Work has an unstandardized coefficient (B) of 0.302, meaning that for every

unit rise in Remote Work, Employees' Well-Being increases by 0.302 units. With a standardized coefficient (Beta) of 0.202, remote work appears to have a somewhat favorable impact on well-being. At $p = .000$, this effect is statistically significant. The substantially greater unstandardized coefficient ($B = 0.778$) for perceived organizational support indicates that a one-unit rise in POS corresponds to a 0.778-unit increase in well-being. The results indicate that POS has a highly significant ($p = .000$) beneficial impact on well-being, as indicated by the standardized coefficient ($Beta = 0.717$).

Table 6: Mediation Role of Perceived organizational support

| <i>Path</i> | <i>Effect Type</i> | <i>Effect</i> | <i>SE</i> | <i>t</i> | <i>p</i> | <i>LLCI</i> | <i>ULCI</i> | <i>Remarks</i> |
|-------------------|------------------------|---------------|-----------|----------|----------|-------------|-------------|----------------|
| RM → POS → EWB | Total Effect | .3132 | .1636 | 7.8074 | .0000 | .8225 | .8543 | Positive |
| | Direct Effect | .2164 | .1409 | 11.2300 | .0000 | .6568 | .6685 | Mediation |
| | Indirect Effect | .2445 | .1734 | 14.6585 | .0000 | .7256 | .7145 | |

Overall Impact: With a standard error (SE) of 0.1636, the overall impact of remote work on employees' well-being is 0.3132. The statistical significance of this effect is indicated by the t-value of 7.8074 and p-value of 0.0000. The positive total effect of remote work on employees' well-being is indicated by the lower limit of the confidence interval ($LLCI = 0.8225$), which also indicates a favorable impact through the mediator (POS). Direct Effect, with a standard error of 0.1409, the direct impact of remote work on employees' well-being is 0.2164, excluding the mediation of perceived organizational support. This impact is very significant, as evidenced by the t-value of 11.2300 and p-value of 0.0000. It is implied that, independent of POS's mediation, remote work directly and favorably affects employees' well-being. The association between remote work and employees' well-being is mediated by perceived organizational support. The indirect effect, which has a standard error of 0.1734, is 0.2445. Strong statistical significance is indicated by the t-value of 14.6585 and p-value of 0.0000, and the mediation effect is positive ($LLCI = 0.7256$).

Discussion

Remote work has emerged as a significant factor influencing employee well-being, especially in modern organizational settings. The results of this study confirm that remote work has a direct and positive effect on employee well-being (EWB). This finding aligns with previous research showing that remote work offers flexibility, reduces commuting stress, and provides employees with better work-life balance, which collectively enhance their overall well-being Olafsena et al. (2024). In the context of local NGOs in Kabul, where external factors like traffic, security concerns, and infrastructure issues often present challenges, remote work becomes an even more vital tool for improving employee morale and

reducing workplace stress. In local NGOs in Kabul, this might involve providing employees with the necessary tools, resources, and communication channels to perform their work effectively. Additionally, offering psychological support, recognizing employees' contributions, and ensuring that their remote work experience is smooth and fulfilling can enhance POS. When employees feel supported by their organization, the positive effects of remote work on their well-being are amplified, as shown in the high correlation between POS and employee well-being ($r = 0.785$). This suggests that organizations aiming to enhance the well-being of remote workers must prioritize fostering a supportive culture. These findings highlight the need for targeted interventions that improve organizational support in remote work settings. These organizations often work in challenging environments, where employee stress can be heightened due to security risks, political instability, and other external factors. Implementing remote work policies could alleviate some of these stressors, but the key takeaway is that remote work, in isolation, may not maximize employee well-being unless complemented by robust organizational support. Managers and leaders in these NGOs need to focus on creating an environment that ensures employees feel supported, whether that's through regular communication, feedback, access to resources, or professional development opportunities. As such, this study supports the argument that remote work policies need to be strategically integrated into broader organizational practices.

Both the direct and indirect effects of remote work on employee well-being were statistically significant in this study. The direct effect ($B = 0.2164$, $p = .000$) highlights that remote work alone has a positive impact on well-being, which can be attributed to increased flexibility, autonomy, and the ability to manage personal and professional responsibilities more effectively. However, the indirect effect ($B = 0.2445$, $p = .000$) suggests that this impact is strengthened when organizations actively provide support. The findings of this study are crucial for NGOs in Kabul, as they highlight the significant role that remote work can play in enhancing employee well-being, particularly when organizational support is factored in. Future research could explore additional mediating variables, such as job satisfaction or work engagement, to gain a more comprehensive understanding of how remote work impacts employee outcomes. Furthermore, examining how cultural factors influence the perception of organizational support in Afghan NGOs could provide deeper insights into how these organizations can tailor their support mechanisms to align with employees' expectations.

Conclusion

This study concludes by highlighting the important moderating role that perceived organizational support plays in addressing the substantial impact of distant work on employee well-being within local NGOs in Kabul. The results indicate that while greater flexibility and lower stress levels associated with remote work directly improve employee well-being, these advantages are significantly amplified when

employers deliberately cultivate a positive work environment. Setting organizational support systems as a top priority is crucial for NGOs dealing with particular problems in Kabul in order to optimize the benefits of working remotely. In the end, this study emphasizes how important it is to strategically incorporate supportive practices into remote work rules in order to raise worker satisfaction and performance in demanding environments.

Recommendations

- **Establish Explicit Policies for Remote Work:** To give employees structure and clarity, thoroughly draft policies for remote work that include expectations, duties, and directions for communication.
- **Improve Communication Tools:** Make an investment in dependable platforms and tools for communication to promote smooth team interactions and make remote workers feel involved and connected.
- **Provide Training and Resources:** Make training programs available to staff members so they may become more proficient in digital skills and adjust to working remotely. This will boost their self-assurance and productivity in these situations.
- **Promote a Supportive Culture:** Establish a work environment where employee welfare and support are given top priority. This can be achieved by facilitating honest communication about difficulties and offering mental health resources.
- **Frequent Check-ins:** Establish routine one-on-one check-ins with managers and staff members to give individualized support, handle issues, and provide performance feedback.
- **Recognition and Appreciation:** To improve morale and strengthen a sense of community, establish procedures for acknowledging and praising employee efforts both in-person and virtually.
- **Encourage Work-Life Balance:** Support measures that enable employees to successfully manage their personal and professional lives, such as flexible work schedules and time off.

Limitations and Future Research Direction

Numerous limitations must be noted, even if this study offers insightful information about how remote employment affects workers' well-being inside neighborhood non-governmental organizations in Kabul. The study's first limitation is that it uses self-reported data, which can lead to response bias and skew the results. Because of social desirability, participants may have overreported pleasant experiences or underreported negative emotions. Furthermore, since the study's cross-sectional design only records data at one particular moment in time and ignores changes in organizational support or employee well-being over time, it makes it more difficult to demonstrate causality. Although large, the sample size is restricted to workers from neighborhood non-governmental organizations (NGOs), which may not be a

representative sample of all Kabul organizations or sectors, which limits the generalizability of the findings. Additionally, the study does not take into consideration any confounding variables that can affect employee well-being, such as personality differences between individuals, coping mechanisms, or outside influences pertaining to Afghanistan's sociopolitical backdrop. Ultimately, although the emphasis on perceived organizational support as a mediator offers insightful information, other mediating factors like work engagement, job satisfaction, or personal circumstances were not investigated, possibly omitting other dimensions that could deepen our understanding of the remote work experience in this setting. These limitations point to the need for more research to fully examine the relationship between remote work and employee well-being in various organizational situations. This study should use longitudinal designs, different samples, and a wider variety of factors.

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