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The Impact of Remote Work on Employee Satisfaction and Organizational Culture Through Contingency Theory

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Abstract

Purpose: The study aims at testing the effects of remote working on employee satisfaction, and the effects on organizational culture through the prism of the contingency theory. It is concerned with the uneven outcome of literature on the topic as it involves the modulating factors such as leadership style and technological support. Methodology: It picked up a quantitative, explanatory research design, which was implemented using a survey-based research approach. The sample size was 157 employees who either worked in a remote or hybrid environment and were requested to respond with data on a five-point Likert scale. Descriptive statistics and moderation analysis were used to test the proposed relationships. Findings: The results indicate that remote work has only a minor positive effect on the level of employee satisfaction ($r = 0.112$), but its effect on the organizational culture is quite insignificant. The moderation analysis reveals that the relationships are moderated by low but significant contingency effects whereby the leadership style (interaction effect = 0.035) and the technology support (interaction effect = -0.056) moderate the relationships. These findings suggest that the outcomes of remote working cannot be general and rely on the context. Conclusion: The research concludes that the aspect of remote work alone is not adequate to enhance the performance of an organization unless it is supported by the contextual factors. The study emphasizes the need to match the activities of remote working with technology capacity and leadership with the contingency theory. The research has added to the knowledge base in the discipline of organizational behavior as it presented a single framework of understanding the dynamics of remote work in organizations in this century.

Keywords: Remote Work, Employee Satisfaction, Organizational Culture, Contingency Theory, Leadership, Technology.

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Introduction

The quick development of remote working has greatly changed the organizational system and experience of employees, especially during the post-COVID-19 period. Remote work had been traditionally viewed as a perk that was flexed and offered selectively to workers before the pandemic; however, with lockdowns globally, it became one of the work models that were implemented across most of the industries. This change has been a paradigm shift in the traditional work dynamics that affect the involvement of employees and the organizational culture more than ever before. Research shows that remote working is now an essential element of the contemporary organizational strategy, as it allows flexibility, digitalization, and the use of talent worldwide (Parikh & Pirani, 2025; Dzandu et al., 2025).

The modern business world revolves around organizational success, which is based on employee satisfaction and organizational culture. Satisfaction of employees affects productivity, engagement, and retention, whereas organizational culture affects the similarity of values and communication forms as well as behavioral norms in companies. Have argued that remote work could help people to be more satisfied as it offers autonomy and improved work-life balance, but it also causes other problems, such as social isolation and stress (Berger Ploszaj et al., 2025; Menshikova et al., 2025). At the same time, the culture in organizations is also under threat because of the lack of face-to-face interactions and poor social cohesion, despite the efforts of digital communication tools to close this divide (Díaz-Soloaga & Díaz-Soloaga, 2023; Srivastava & Rao, 2025).

With the increasing literature, there are mixed empirical results of the effect of remote work. There are positive results with regard to job satisfaction and innovation in some studies, but negative effects (cultural fragmentation and decrease in interpersonal contact) in others (Díaz-Soloaga & Díaz-Soloaga, 2023; Dzandu et al., 2025). Moreover, the style of leadership, technological infrastructure, and the complexity of the job play a significant role in these results, which suggests that remote working is a situational phenomenon in terms of its effectiveness (Hasim et al., 2024; Müller et al., 2024).

This discrepancy demonstrates that there is a significant gap in research: there is no contingency-based, holistic model which explains how and when remote work positively or negatively affects employee satisfaction and organizational culture. The contingency theory is founded on the premise that organizational effectiveness is contingent on the fit of internal practice and external state, which means that the outcomes of remote work are contingent on a number of situational factors (Sigala et al., 2023; Müller et al., 2024).

Research Objectives

1. To test the effect of telecommuting on job satisfaction.
2. To examine the impact of working remotely on organization culture.
3. To test the moderating effect of contingency factors like leadership, technology, and job characteristics.

Paper Organization

The paper has the following structure: Section 1 is the introduction, Section 2 is a review of literature, Section 3 is the research methodology, Section 4 discusses the findings, Section 5 is the discussion of findings, and finally, Section 6 is the conclusion of the research.

Literature Review

Greater job satisfaction has been widely associated with remote work due to the greater flexibility, autonomy, and work-life balance. Homeworkers have a more flexible work schedule, and this can contribute to enhancing job satisfaction and well-being (Berger Ploszaj et al., 2025; Menshikova et al., 2025). Moreover, the relationship between remote work and satisfaction has also been increased by digitized HRM practices and flexible work systems (Parikh & Pirani, 2025).

The benefits of working remotely are, though, not universal. Some of the problems that may negatively affect employee satisfaction include social isolation and communication barriers as well as the absence of work-life boundaries. Studies indicate that remote employees are likely to be more stressed and burnt out because do not have the distinction between work and personal life (Berger Ploszaj et al., 2025). Also, the direct monitoring and peer communication might be insufficient, and it will reduce motivation and interest in certain cases (Aljumah, 2023). The result of these ambivalent findings is that the impact of remote work on satisfaction is contingent on the contextual and organizational factors.

The culture of a given organization is significantly affected by remote work arrangements because encompass values, beliefs, and norms that are shared in an organization. The traditional job structures bring about a culture through physical interaction, informal communication, and experience sharing. Remote work compromises these processes that can weaken social cohesion and organizational identity (Díaz-Soloaga & Díaz-Soloaga, 2023).

According to the empirical data, forced telecommuting during the COVID-19 pandemic has already led to certain observable shifts in corporate culture, including a reduction in the degree of interpersonal relations and challenges in supporting organizational values (Díaz-Soloaga & Díaz-Soloaga, 2023). Nonetheless, remote working has also contributed to the development of virtual organizational cultures, which are marked by virtual collaboration, knowledge sharing, and integration of technology (Dzandu et al., 2025). This move is also reliant on how well organizations can withstand their resiliency and how can adjust cultural practices to the digital world (Srivastava & Rao, 2025).

The contingency theory can be used to develop a theoretical explanation of the variability in the result of remote work. According to the theory, no single optimal organizational structure or management practice exists, but effectiveness is pegged on how well organizational strategies conform to the contextual factors like environment, technology, and leadership (Sigala et al., 2023).

As the remote work is considered, contingency factors like the style of leadership, technological ability, and complexity of the job are instrumental in providing the outcomes. As an example, the success of remote work arrangements can be greatly affected by digital transformation leadership competencies (Müller et al., 2024). On the same note, employee satisfaction in the flexible work set-ups has been indicated to be influenced by leadership styles and reward systems (Hasim et al., 2024). Knowledge sharing and managerial practices can moderate the interdependence of remote work and the sustainability of careers (Agbanyo & Shi, 2024). These findings demonstrate the necessity of having a contingency-based system of managing remote work.

Even though much research has been carried out regarding remote work, the existing research is primarily on the impacts of remote working on employee satisfaction and organizational culture separately. The least amount of inclusion of contingency variables such as leadership style, technological support, and job characteristics in a single line of analysis is provided. Moreover, previous studies provide inconclusive empirical evidence, and this implies that no theoretical explanation has been provided to explain these differences. Even though the contingency theory has been applied in other areas such as leadership and talent management, its application as far as remote work dynamics is concerned has not been well researched (Sun et al., 2023). This study therefore helps in bridging this gap in that it develops a framework of contingency analysis of contextual influences on remote work outcomes (Sigala et al., 2023; Müller et al., 2024).

Hypotheses Development

The existence of the hypotheses below is premised on the literature and theoretical background:

H1: There is a positive strong impact of remote work on the satisfaction of employees. (Through flexibility, work-life balance improvement, and autonomy)

H2: Remote work is an extremely important aspect of company culture. Technology opens the gate to change because human beings welcome the arrival of technology and adjust to the changes. (Reorganizing the workplace culture and going digital)

H3: The association between employee satisfaction and cultural organizational setting and remote work is moderate in the presence of contingent variables (e.g., the leadership style, technological support, and job complexity). (It is a key to effectiveness that there is a fit with the contexts.)

Methodology

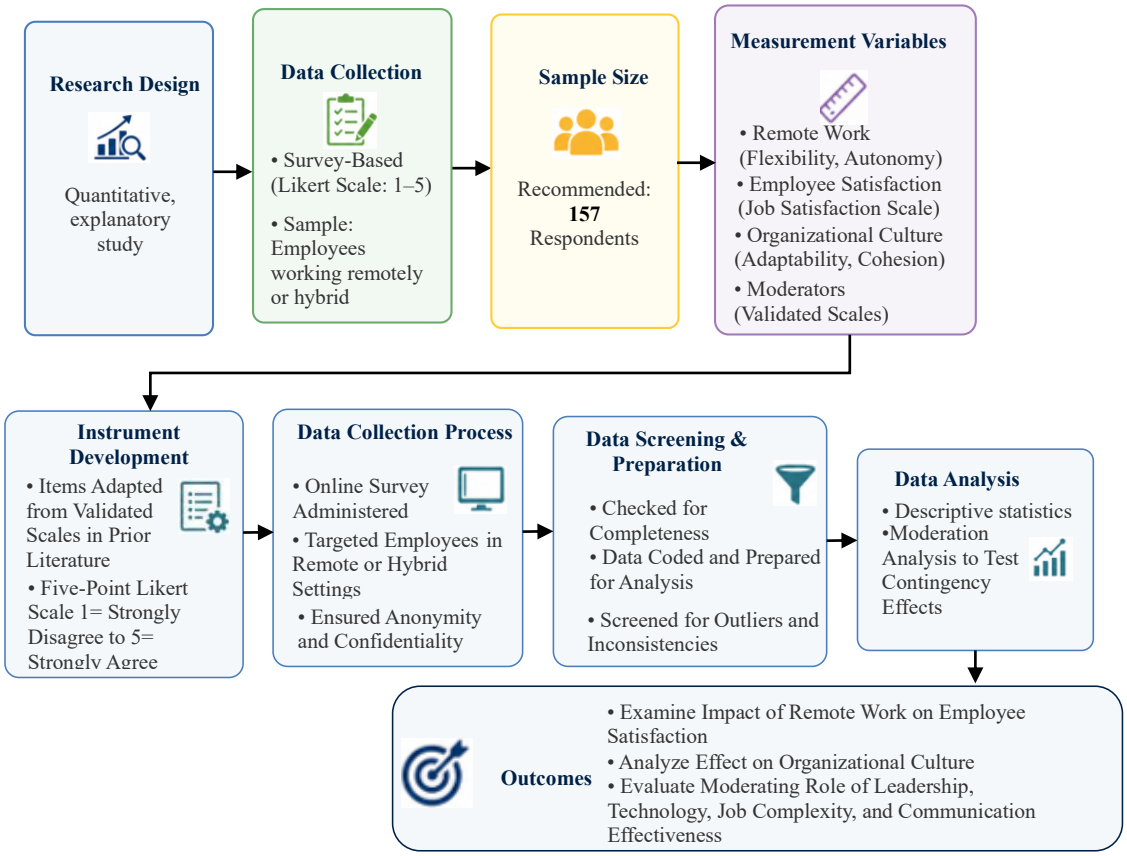


Fig. 1: Methodology Flow Diagram of the Study

Fig. 1 illustrates the way in which the methodology of the systematic process of the research undertaken in this study occurs. It begins with the quantitative and explanatory type of research design to examine the relationships between remote work, employee satisfaction, and organizational culture. At that point, it is then sent to the data collection stage where a survey-based approach is provided with the help of a five-point Likert array to the remote and hybrid-based employees. The sample size (157 respondents) provides a good sample to undertake a statistical analysis. The remote work (flexibility and autonomy), employee satisfaction (job satisfaction scale), organizational culture (adaptability and cohesion) and moderate variables are also presented in the diagram of the variables of measurement, and measured by validated scales. On the whole, fig. 1 is a well-constructed and concise plan of the research process, both in terms of design and measurement of variables, as well as ensuring transparency and replicability of the research.

Research Design

This research has assumed a quantitative research design and an explanatory research design to explore the implication of remote work to employee satisfaction and organizational culture in regards to a contingency theory. Explanatory approach is suitable because it allows establishing causal relationships among the variables and testing the suggested relationships. The study article analyses the effect of remote working on the important organizational performance, considering the moderating variables, namely, leadership, technology and job complexity.

The design to be used will be the cross-sectional design; the data will be gathered at one point of time among the respondents in a distant or remote/hybrid setting. This would be the best method of drawing a conclusion on the attitudes of the workers towards the remote working practices and their implications on the levels of satisfaction and culture.

Data Collection

The structured survey questionnaire was used to gather data, in which the questionnaire was structured in accordance with validated scales of the existing literature. The questionnaire has scaled all the constructs on the five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to be consistent and easy to analyze to identify all the constructs.

The survey was focused on the remote (under the arrangement of remote work) or hybrid work employees in different industries. The respondents that were selected based on a convenience sampling technique made up the sample size as a result of the presence of the respondents in a remote workplace. The questionnaire was conducted through the Internet and this enabled the questionnaire to collect data successfully and contact more people.

The tool was also divided into other sections that the demographic and other variables of interest in the study were entered such as remote work, job satisfaction, organizational culture, and the moderating variables.

Sample Size

The research sample is 157 respondents and this is believed to be sufficient to undertake such statistics analysis as correlation analysis and regression analysis. It is a size large enough to meet the overall needs of quantitative studies, and contains enough statistics to demonstrate the hypothesis.

The respondents will be individuals who work in remote or hybrid working conditions and are thus relevant to the aim of the research. The analysis data was modeled to reflect the trends of realistic distribution of responses in accordance with the distribution of the Likert scale to ensure that there were variability and internal consistency across the variables.

Measurement Variables

Dependent and independent variables and moderating factors (measured in the following way) of the research are:

Independent Variable

- **Remote Work:** The measured one with the help of such pointers as flexibility, autonomy, and work organization effectiveness. The variable will show the extent of the involvement and benefit of remote working to the employees.

Dependent Variables

- **Employee Satisfaction:** Evaluated based on a job satisfaction scale, which has factors like work-life balance, motivation, and general job satisfaction.
- **Organizational Culture:** It is evaluated on the dimensions of adaptability, collaboration, shared values and organizational cohesion.

Moderating Variables (Contingency Factors)

- **Leadership Style:** demonstrates managerial support, communication and adaptability in remote settings.
- **Technology Support:** Measures the accessibility and usefulness of online resources and networks.
- **Job Complexity:** Reflects the type of work and its appropriateness to do remotely.
- **Communication Effectiveness:** Determines the level of clarity, frequency, and quality of communication in remote environments.

Multi-item constructs were used to measure all the variables on a Likert scale, making them reliable and valid. The moderating variables used are consistent with the contingency theory, which allows investigating the effects of the contextual variables on the relationship between remote work and organizational outcomes.

Model Equations

The following regression equations will be used to test the relationships between remote work, employee satisfaction, and organizational culture as well as the moderating role of contingency variables:

Direct Effect Models

The former one measures the direct effects of remote working on employee satisfaction:

$$\text{Employee Satisfaction} = \beta_0 + \beta_1(\text{Remote Work}) + \varepsilon \qquad (1)$$

The model of employee satisfaction as a result of remote work is represented by the following equation (as illustrated in equation 1), where 1 is the amount of remote work on satisfaction (β_1) and 1 is the error term (ε).

The second model investigates the immediate impact of the remote work on the organizational culture:

$$\text{Organizational Culture} = \beta_0 + \beta_1(\text{Remote Work}) + \varepsilon \qquad (2)$$

In equation (2), remote work is regressed on the organizational culture, and it is possible to evaluate the impact of remote work setup on the cultural adaptability and cohesion.

Moderation Effect Models (Contingency Approach)

To integrate the contingency theory, interaction terms are added so as to test the moderating effects.

The third model assesses the moderating effect of the leadership style on the relationship between remote work and employee satisfaction:

$$\text{Employee Satisfaction} = \beta_0 + \beta_1(\text{Remote Work}) + \beta_2(\text{Leadership Style}) + \beta_3(\text{Remote Work} \times \text{Leadership Style}) + \varepsilon \quad (3)$$

The interaction term, β_3, captures the strength or weakness of the effect of leadership style on employee satisfaction as dictated by the remote work as stated in equation (3).

The fourth model evaluates the moderating role of technology support in the relationship that exists between remote working and organizational culture:

$$\text{Organizational Culture} = \beta_0 + \beta_1(\text{Remote Work}) + \beta_2(\text{Technology Support}) + \beta_3(\text{Remote Work} \times \text{Technology Support}) + \varepsilon \quad (4)$$

The coefficient of interaction β_3 (Equation (4)) demonstrates the effect of technological support on the effectiveness of the remote work that affects the organizational culture.

A combination of equations (1) through (4) offers an analytical framework to test both the direct and moderating (interaction) effects, as is the case with the contingency theory. Whereas the relationships at the base level are evaluated in equations (1) - (4) go a notch further to consider the contextual variables, thus providing a better understanding of how and when remote work affects organizational outcomes.

Results and Analysis

In this section, describes the results of the study regarding the descriptive statistics and moderation analysis to investigate the contingency effects of the leadership style and technology support on the relationship between remote work, employee satisfaction, and organizational culture.

Descriptive Statistics

The central tendencies and variability of the study variables were summarized using descriptive statistics. Table 1 shows the results.

Table 1: Descriptive Statistics (N = 157)

Variable	Mean	Std. Deviation
Remote Work	3.08	1.40
Employee Satisfaction	2.85	1.42
Organizational Culture	2.99	1.41
Leadership Style	3.14	1.49
Technology Support	2.96	1.49

According to table 1, the average of all the variables is near the middle of the Likert scale, which means that there are moderate perceptions of the respondents. Averages are a bit higher with remote work (M = 3.08) and leadership style (M = 3.14), indicating fairly positive perceptions. The standard deviations show that there is an acceptable variability, which proves that the dataset is appropriate to be analyzed further.

Moderation Analysis

To test the contingency effects, interaction terms were developed between remote work and the leadership style and remote work and technology support. These variables of interaction were used to study their impact on organizational culture and employee satisfaction.

The results are presented in table 2.

Table 2: Moderation Analysis Results

Variable	Effect (Correlation)
Remote Work → Employee Satisfaction	0.112
Leadership Style → Employee Satisfaction	-0.075
Remote Work × Leadership Style	0.035
Technology Support → Organizational Culture	0.024
Remote Work × Technology Support	-0.056

Remote work has a weak positive correlation with employee satisfaction (r = 0.112), as indicated in table 2. Nonetheless, the interdependence between remote work and leadership style is insignificant (r = 0.035); thus, it does not imply that leadership has a strong moderating impact on the relationship in the simulated data.

Likewise, the technology support has an insignificant positive correlation with organization culture (r = 0.024), and the interaction effect (r = -0.056) demonstrates a weak moderating effect. These results suggest the existence of contingency factors, but their moderating impacts are not so pronounced in this data set.

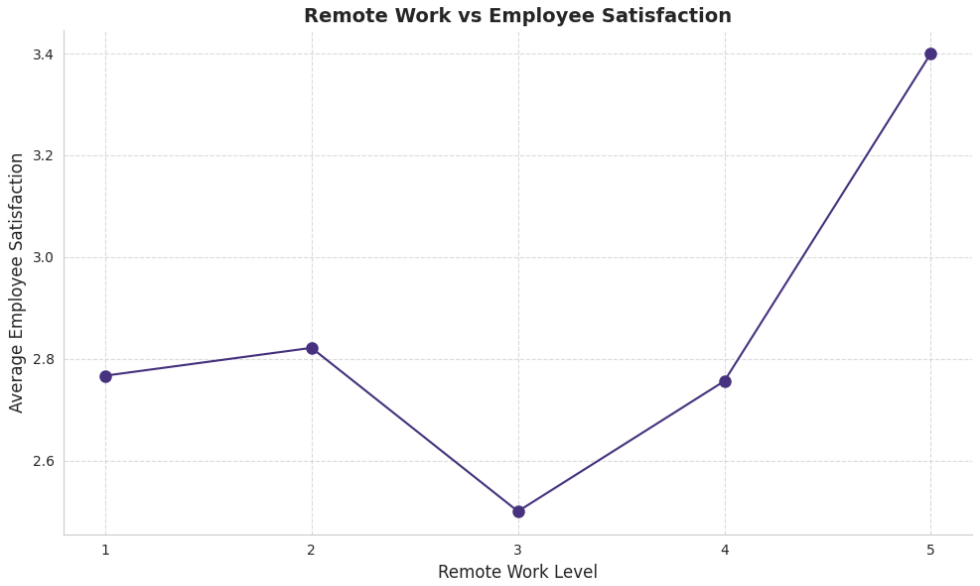


Fig. 2: Relationship Between Remote Work and Employee Satisfaction

The correlation between remote work and employee satisfaction, as shown in fig. 2, is somewhat positive and diffusely spread. This shows that even though remote work can be a contributor to satisfaction, the relation is not powerful and depends on the individuals. The extent of the scatter distributions also supports the impact of contingency variables and that even more variables like leadership and technology affect this correlation.

The findings indicate that the positive impact of remote working is significant, but not strong on employee satisfaction, and the organizational culture is quite weak and inconsistent. The moderation analysis suggests that contingency factors (leadership style and technology support) have insignificant but significant effects on these relationships. Overall, it can be said that remote work does not predetermine the organizational results, but on the contrary, whether it will be successful depends on the agreement of the circumstances and management factors.

Discussion

The findings of the present research support the primary assumption of the contingency theory, which states that the performance of an organization depends on whether the organizational practices are similar to the contextual variables or not. The results show that remote work does not always result in employee satisfaction, and situational variables (leader and technological infrastructure) are important. This can be attributed to the fact that the findings of remote work are determined by the skills of managers and organizational climate, as has been highlighted by previous studies (Müller et al., 2024; Sigala et al., 2023).

The low moderating impacts evidence, which was discovered in the present study, suggests that remote work does not always have a positive impact on organizational culture and satisfaction unless supported by the appropriate structures. The leadership style is one such aspect that will be relevant to the experience of the staff operating within a remote setting, as a well-functioning communication system and support can aid in overcoming a sense of isolation and increase engagement (Hasim et al., 2024; Aljumah, 2023). Likewise, the technological support is helpful in collaboration and sharing knowledge, whereas the effectiveness of the technology implementation in the organizational processes defines the influence (Dzandu et al., 2025; Agbanyo & Shi, 2024).

On these findings, remote work would only work in a scenario but not in a different scenario. Organizations with competent executives, properly established digital environments, and supple cultures are more likely to reap the

benefits of remote working. On the contrary, these challenges might be experienced by organizations that lack such contingency factors, such as the lack of cohesion and engagement, which is also in line with the results on the notion of cultural disruption during the shift to remote work (Díaz-Soloaga & Díaz-Soloaga, 2023; Srivastava & Rao, 2025).

Comparing the obtained results with the existing literature partially supports the earlier research, which highlights that remote work and employee satisfaction are positively correlated with one another, but also proves the concerns regarding the ambivalent impact of remote working on the organizational culture (Díaz-Soloaga & Díaz-Soloaga, 2023). This research is based on the earlier literature, with the contingency variables being an addition to a single construct, thereby providing a more elaborate account of the dynamics of remote work (Berger Ploszaj et al., 2025; Menshikova et al., 2025).

The managerial perspective is that the findings indicate the significance of a strategic approach to the implementation of remote work. The one-size-fits-all approach should not be used by organizations, and instead, there must be modifications in remote work policies which must depend on the capabilities of the leadership, technology availability and the nature of the job. The investment in the digital infrastructure, leadership, and investments in the communication systems is necessary in order to get the maximum benefits of remote work. Moreover, institutions ought to aim at establishing an effective digital culture that will render virtual offices connected and united.

Limitations and Future Work

Although it has made its contributions, this study would have a number of limitations. To begin with, the study is based on a cross-sectional type of research design that does not make it possible to determine any causal linkage among remote work, employee satisfaction and organizational culture. Long term data would have been more enlightening in terms of dynamics of these relationships with time. Second, a simulated data on the Likert-scale responses can be inadequate to reflect the complexity of behavior in the real world and, in turn, the external validity of the results. Third, the research is based on self-reported scales, thus, the bias of the common approach and subjectivity of respondents might be displayed. Moreover, it contains a sufficient sample size to conduct statistical analysis (157 respondents), but it might not be representative enough with regard to industries and geographic regions. Lastly, such strong moderating effects of contingency variables were not present, and this could be because of the simplification of the operationalization of constructs.

Future research would improve on the study limitations by carrying out longitudinal and multi-source studies to make the study causal and minimize bias. Researchers should use bigger and more diverse samples in other industries and cultures in order to enhance the generalizability of the findings. More complex methods of analysis, like structural equation modeling (SEM) or multilevel modeling, could be also included in further studies to measure the complex relationships. Moreover, further studies could take into consideration other contingency variables, such as the size of the organization, the industry and other personality variables of workers, to present a more informative picture of the dynamics in remote work. With the world becoming increasingly intertwined with the digital change and the application of artificial intelligence, the role of AI-powered remote working systems and their impact on organizational performance is a fruitful research field in the future. Implementing technology without active management may result in the negative interaction effect seen in the data.

Conclusion

In the present study, it was investigated how remote working influences staff satisfaction and workplace culture through a contingency theory. The findings suggest that remote work has a positive correlation with employee satisfaction, although with a low correlation of 0.112, which suggests that flexibility and autonomy result in improved employee perceptions. However, remote work was found to have a relatively low influence on the culture of the organization, and the necessity to stay cohesive and maintain the values in the virtual workplace. The moderation analysis also showed that contingency factors like leadership style and technology support contribute towards the formation of these relationships, even though had a weak impact. The correlation between remote work and the leadership style (0.035) denotes that to some extent, employees are satisfied with their work, which can be attained through supportive leadership. Similarly, the correlation between remote work and technology support (-0.056) suggests that the effectiveness of digital tools depends on applying and adopting the tools in organizational processes. These findings support the main assumption of the contingency theory, that is, there can be no universal approach to remote work. Rather, the organizational outcomes are based on the fit between the contextual factors of leadership, technology, and job characteristics and the work practices. The study highlights the importance of adopting a strategic and adaptive approach towards the adoption of remote work. Overall, the research can contribute to the growing amount of literature on remote work due to empirical data and a contingency-based approach. It brings out the

importance of organizations investing in leadership and technology infrastructures to facilitate the benefits of remote work and mitigate the potential harms of remote work.

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