The Enduring Appeal of Remote Work: Examining its Impact on Employee Satisfaction, Commitment, and Engagement

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Abstract
Remote work is not a contemporary concept, having originated in 1972. However, since the onset of the COVID-19 pandemic in 2020, there has been a marked increase in interest regarding remote work, prompting extensive research into its effects on employees. By recognising that employees are a crucial asset for any organisation, it becomes essential to retain them. In this context, employee engagement, organisational commitment, and job satisfaction play significant roles. The aim of this study is to examine the impact of remote work on job satisfaction, organisational commitment, and employee engagement. To achieve this, a quantitative statistical method employed to gather data through a questionnaire. The SmartPLS 4 software was utilised for data analysis. Total 183 employees from the Eastern Province of the Kingdom of Saudi Arabia participated in this survey. The findings indicate that remote work has a positive relationship with job satisfaction, organisational commitment, and employee engagement. This research provides valuable insights and recommendations for organisations and decision-makers with remote employees or those considering hiring remote staff.

Keywords: Remote Work, Job Satisfaction, Organizational Commitment, Employee Engagement

Introduction

The rapid spread of COVID-19 has significantly altered the way individuals work. Many people have been required to stay at home to mitigate the spread of the virus or to comply with shelter-in-place

orders (Kabir et al., 2021). As a result, numerous companies closed their offices, and a considerable number of employees transitioned to remote work. This shift towards working from home, away from traditional office environments, has emerged as a diverse and rapidly evolving phenomenon (Brynjolfsson, 2020). The feasibility of this practice has enhanced by the proliferation of technological tools available to both individuals and organisations. The swift advancement of information and communication technology (ICT) has ushered in various changes within the workplace (Ahmad et al., 2023). Individuals engaged in knowledge work can now access their tasks from virtually anywhere, at any time, using computers, tablets, and smartphones (Charalampous et al., 2019).

However, the transition to remote employment presents numerous challenges for both employees and businesses. Companies are grappling with effective strategies for remote coaching. Moreover, to organise workspaces to enhance employee safety, while employees strive to achieve an optimal work-life balance and adapt to remote communication and collaboration (Lund et al., 2020). Although remote working, or telecommuting, is not a new concept having originated in 1972 its prevalence surged during lockdown periods, allowing employees globally to work from home (Hashim et al., 2020). While remote employment had been gradually increasing over the two decades leading up to COVID-19, it still represented a relatively small segment of the workforce (Bal & Bulgur, 2023). Prior to the pandemic, only 2.3% of recruitment directors reported having fully remote teams (Ozimek, 2020). Post-COVID, the proportion of fully remote teams expanded dramatically from 2.3% to 20% (McPhail et al., 2024; Ozimek, 2020). As the pandemic has progressed, the limitations and benefits of remote working have become increasingly evident (Simenenko & Lentjushenkova, 2021).

Over 20% of the population reported the capability to work effectively online for three to five days a week, similar to working in an office (Lister & Harnish, 2019). If remote working continues to gain traction, it estimated that approximately 75% of individuals could be working from home, which would significantly affect urban economies, infrastructure, and consumer behaviour (Lund et al., 2020). In light of these developments, a pressing question emerges how does remote work influences job satisfaction, organisational commitment, and employee engagement. (Usman, 2021). This raises various concerns regarding the relationships between remote work and factors such as employee commitment, satisfaction, engagement, and retention. Job satisfaction and job engagement have shown to have both positive and negative associations with employee turnover (Prasad & Mangipudi, 2021). Job satisfaction is of paramount importance to most employees. Wheatley (2012) found that home-based teleworking resulted in higher levels of satisfaction, particularly among working mothers. The ability to work from home allows employees to fulfil personal or family obligations, thereby affecting their overall job satisfaction (Hashim et al., 2020). Moreover, individuals engaging in a moderate amount of telework reported the highest levels of satisfaction (Zöllner & Sulíková, 2021).

Currently, there is an increasing concern regarding the cultivation of job passion and commitment among employees. Job commitment reflects the bond between the individual (employee) and the organisation (employer) (Rukundo & Akurut, 2021). Remote work enables employees to manage and organise their schedules more effectively. Those who feel secure in their decision-making abilities exhibit greater intrinsic motivation, resulting in heightened commitment to their responsibilities (Sultana et al., 2021). Despite the growing prevalence of remote work, the area of work engagement among remote employees remains under-researched (Mäkikangas et al., 2022). According to Albrecht et al. (2023), employee engagement occurs when individuals are fully involved in their work. Employee engagement can be characterised as "discretionary effort," signifying intense passion and immersion in tasks, pride and identification with the organisation, enthusiasm, and awareness on the job (Pattnaik & Jena, 2020). This study will focus on employees who are currently working remotely or have previously engaged in remote work in the Eastern Province of the Kingdom of Saudi Arabia. The primary objective of this research is to explore the interconnections among these factors. The aim is to provide potential solutions to enhance existing practices concerning the impact of remote work on job satisfaction, organisational commitment, and employee engagement in Saudi Arabia's Eastern Province. This will

encompass an investigation into the effects of remote work on job satisfaction, organisational commitment, and employee engagement.

Literature Review

The COVID-19 pandemic has fundamentally altered job performance in the workplace, representing the most significant shift in the past seven decades (Byttebier, 2022). The social distancing measures and rapid economic shutdowns in the United States led to a substantial number of workers leaving their jobs to work from home within a matter of weeks. A recent survey indicated that the proportion of remote workers in the United States has more than quadrupled, reaching approximately 50% of the total workforce. While remote work had been steadily increasing in the two decades preceding COVID-19, it still constituted a minor fraction of the labour force (Marcus, 2023; Ozimek, 2020). Many organisations either did not permit remote work or had no staff members working remotely. Current research presents a mixed view regarding the relationship between temporary contracts, including remote work, and employee well-being. Wang et al. (2021) suggest that greater mobility in the workplace correlates with enhanced resolution, job control, and effective communication among employees. However, other studies indicate that individuals engaged in remote work may experience feelings of guilt or an overwhelming workload as they attempt to compensate for the flexibility afforded to them. Conversely, as individuals expand their professional networks, remote work may become more acceptable (Charalampous et al., 2019; Ofosu-Ampong & Acheampong, 2022).

Remote Work

Organisations are continuously evolving, recruiting individuals in significant numbers to secure the best talent for available positions. The rise of remote work and distributed teams is an inevitable consequence of globalisation (Lynn et al., 2023). Consequently, organisational growth often leads to challenges such as insufficient physical office space for employees (Ferreira et al., 2021). Remote working arrangements are frequently positioned as an employee benefit (Birimoglu Okuyan & Begen, 2022). Pretti et al. (2020) found that participants who had the option to work offsite preferred this arrangement, especially if they thrived in solitary work and had the necessary technological tools to enhance productivity. Factors such as clarity in evaluation and feedback, the ability to work autonomously, trust from colleagues and supervisors, and organisational connection have facilitated employees' adaptation to remote work. Telecommuting is broadly defined as "a work practice wherein organisational members use technology to communicate with one another as necessary to perform work tasks during a portion of their standard business hours (ranging from a few hours each week to nearly full-time) away from a primary place of work, predominantly from home" (McPhail et al., 2024; Pretti et al., 2020). According to Franken et al. (2021), remote work offers employees increased flexibility and autonomy, enabling them to balance job demands with personal responsibilities. It has been associated with heightened employee satisfaction, reduced anxiety, lower workplace stress, increased job involvement, and improved job effectiveness. Employees engaged in remote work often exhibit a desirable psychological and motivational state characterised by enthusiasm, commitment, and immersion (Mäkikangas et al., 2022).

Remote Work and Job Satisfaction

Job satisfaction is a crucial aspect of employee behaviour. It defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Celbiş et al., 2023). Job satisfaction also described as the attitudes and feelings individuals have about their work; positive attitudes indicate job satisfaction, while negative attitudes suggest job dissatisfaction (Baxi & Atre). Numerous studies have examined job satisfaction across various roles and found diverse factors contributing to overall satisfaction, including autonomy, task identity, and feedback (Traymbak & Kumar, 2018). Additionally, individual personality traits influence job satisfaction. Over time, it has

become evident that job satisfaction is a key differentiator in achieving optimal health in terms of organisational performance and economic success (Davidescu et al., 2020). Job satisfaction significantly motivates employees to enhance their performance, with satisfied employees generally being more committed to their current employers. Consequently, organisations benefit from improved overall performance (Memon et al., 2023).

Conversely, dissatisfied employees may lack motivation to exceed their basic job responsibilities, often attempting to avoid work through absenteeism (Grigore, 2020). Thus, job satisfaction is vital for enhancing overall employee performance. Research has shown that satisfied employees are typically happier and play a significant role in an organisation's success, demonstrating loyalty and high levels of engagement (Dziuba et al., 2020). Various conclusions have drawn regarding the effects of telecommuting on job satisfaction. Some researchers have established a clear relationship between telecommuting and job satisfaction, suggesting that employees who work from home generally report higher levels of job happiness (Abilash & Siju, 2021). Further studies indicate that remote work fosters a better integration of work and home responsibilities, enhancing job satisfaction. Research has highlighted that remote work reduces employee stress and provides flexibility, thereby enabling a healthier work-life balance and increasing job satisfaction (Țălnar-Naghi, 2021). Support from the organisation and effective communication between the organisation and employees are crucial in fostering satisfaction among remote workers.

Conversely, Jostell and Hemlin (2018) noted that commuting could negatively affect job satisfaction. The blurring of work-family boundaries, if not managed, can exacerbate work-life conflict. Remote work is also associated with a heightened risk of unpleasant feelings compared to working in an office setting (Song & Gao, 2020), with taking work home over weekends diminishing happiness (Bellmann & Hübler, 2021). During the pandemic, Prasad and Mangipudi (2021) examined the pros and cons of remote work, noting that employees' psychological well-being threatened by isolation and pandemic-related challenges. The survey highlighted that key concerns for remote workers included peer trust, different time zones, distractions at home, overworking, and unhealthy habits. Overall, remote work tends to increase job satisfaction by providing flexibility, reducing commuting stress, and facilitating a better work-life balance (García-Salirrosas et al., 2023). However, it may also lead to feelings of isolation or burnout if boundaries have not maintained. Effective communication and support from management are essential for sustaining employee satisfaction in remote settings (Chatterjee et al., 2022).

H1:   Remote Work has a positive impact on Job Satisfaction

Remote Work and Organizational Commitment

Organisational commitment is defined as "the willingness to use one's full authority for the advantage of one's employer, as well as the desire to remain a part of that employer and uphold the values that arise from the group's shared beliefs" (Al Balushi et al., 2022). According to Rukundo and Akurut (2021), it represents the connection between an employee and the organisation, reflecting the degree to which a person emotionally engages with their work based on their experiences. Organisational commitment is categorised into three types: affective, normative, and continuance commitment (Asiltürk et al., 2019). Continuance commitment arises when employees remain with an organisation because they cannot afford to leave. Normative commitment occurs when employees feel an obligation to stay with the organisation. Affective commitment involves individuals identifying with and participating in the fulfilment of the organisation's goals. According to Boeri (2021) and St-Onge et al. (2021), organisational commitment encompasses three components: commitment, job satisfaction, and emotional attachment (Sultana et al., 2021).

Recognising employees' achievements, showing empathy, and providing support can strengthen organisational commitment. Organisational commitment is crucial for understanding and predicting

employees' job performance and attitudes. Meyer and Maltin (2010) connected organisational commitment with employees' mental and physical well-being. Thus, organisational commitment intrinsically linked to employees' emotional engagement with their organisations, enhancing performance while reducing absenteeism and turnover. The dimensions of organisational commitment include emotional, ethical, and continuous aspects. Affective commitment involves emotional attachment to the organisation's mission and a sense of belonging (Sultana et al., 2021). Moreover, organisational commitment positively influences employee happiness and productivity (Taboroši et al., 2020). Remote work may lead to the recruitment of new employees who belong to social groups previously unable to engage successfully in the labour market, such as individuals with disabilities (Stamos & Kotsopoulos, 2024). These employees often exhibit high levels of organisational commitment (Taboroši et al., 2020). Remote work can enhance employee commitment, although it may also hinder employees' ability to establish connections with the organisation and their colleagues, leading to feelings of detachment.

Furthermore, organisational commitment encompasses an individual's identification with the organisation's mission, purpose, and achievements (Sarkar & Nirala, 2020). Employees may struggle to identify with an organisation if they have little influence over decision-making or if their roles isolate them. This detachment can arise from the isolation and time spent away from the organisation, making it difficult for remote workers to feel a strong sense of connection (Petitta & Ghezzi, 2023). The option to work remotely provides employees with autonomy and flexibility, both of which enhance morale and foster loyalty and job satisfaction. However, a lack of team cohesion and interactions with colleagues can negatively affect organisational commitment. Therefore, clear goals and effective communication are essential to maintain employee commitment (Bošković, 2021). Additionally, the study by (Alshibly & Alzubi, 2022) found that remote work positively affects organisational commitment.

H2:   Remote Work has a positive impact on Organizational Commitment

Remote Work and Engagement

Mowday et al. (1979) as "the relative strength of an individual's identification with participation in a particular organisation" describe employee engagement. Locke (1976), who characterised work engagement as a positive emotional state resulting from one's job experiences (Gürbüz et al., 2023), echoes this concept. Employee engagement is a desirable condition for an organisation's well-being and sustainability. It is a vital construct in organisational research, linked with critical aspects of a successful workplace, such as job satisfaction (Rameshkumar, 2020), positive attitudes toward work, organisational commitment, and organisational citizenship behaviour. Scholars have explored job engagement as a measure of employees' affection for their workplace and tasks. It is a significant means of enhancing organisational performance (Saks et al., 2022). Engaged employees demonstrate enthusiasm for their jobs and are committed to increasing organisational productivity. Employee engagement reflects the mental state of an employee who fully invested in their work and exhibits strong dedication to assigned tasks (Abdulrahman et al., 2022).

An organisation's ability to cultivate employee engagement is a strong predictor of its overall performance, requiring employees to be passionate about their work and committed to the organisation's success (Ghani et al., 2023). The COVID-19 pandemic has prompted organisations to reassess the costs associated with office space and the potential savings achievable through innovative work practices (Pass & Ridgway, 2022). Advances in information and communication technologies (ICTs) have enabled employees to access their work from virtually anywhere, using laptops, tablets, and smartphones. Lartey and Randall (2022) found that employee engagement increases when individuals can work remotely part-time and alongside their colleagues in a traditional office environment. Employees who engage in this hybrid work model tend to more engaged than those who

do not (Lee, 2018).

However, not all experiences of enforced remote work during the pandemic have been positive. Early research identified several unique challenges associated with remote work, including: (1) work-life balance issues, (2) ineffective communication, (3) procrastination, and (4) loneliness (Wang et al., 2021). Four virtual job characteristics may influence these challenges: (1) peer support, (2) professional autonomy, (3) supervision, and (4) workload, along with an important individual factor: employees' self-discipline. Given the limited research on the topic since the pandemic began, HRD practitioners must consider a "broader than work context" in their improvement strategies, acknowledging the conflict between work and family as well as environmental distractions that impede engagement while working from home (Pass & Ridgway, 2022). When employees have the flexibility to adjust their work schedules according to personal and professional needs, their level of satisfaction increases (Davidescu et al., 2020). In essence, work flexibility has a positive effect on employee satisfaction (Franken et al., 2021). Studies have also reported that remote work fosters a comfortable working environment, enhancing employee productivity and focus, which in turn leads to higher quality outputs (Muralidhar et al., 2020). Furthermore, minimising distractions allows employees to remain engaged and committed to their organisation. Remote work eliminates the need for commuting, enabling employees to feel valued and focus more on their goals, ultimately increasing their satisfaction (Buonomo et al., 2024).

H3:   Remote Work has a positive impact on Employee Engagement

Research Framework

This study draws upon existing research and guided by the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007). The JD-R Model posits that every job comprises certain demand whether physical, psychological, or social and resources, such as support from colleagues, autonomy, and feedback, which significantly affect employee well-being and performance. According to this model, unmanaged job demands can lead to strain and burnout, while adequate job resources can mitigate these negative effects and foster engagement and performance. In the context of remote work, job demands may encompass factors such as increased workload, blurred boundaries between work and personal life, and feelings of isolation. Conversely, job resources in a remote setting might include access to supportive technology, clear communication channels, and opportunities for skill development. This study proposes a theoretical framework to investigate these dynamics. Figure 1 illustrates the effects of remote work on job satisfaction, organisational commitment, and employee engagement, highlighting the interplay between job demands and resources in shaping these critical employee outcomes.
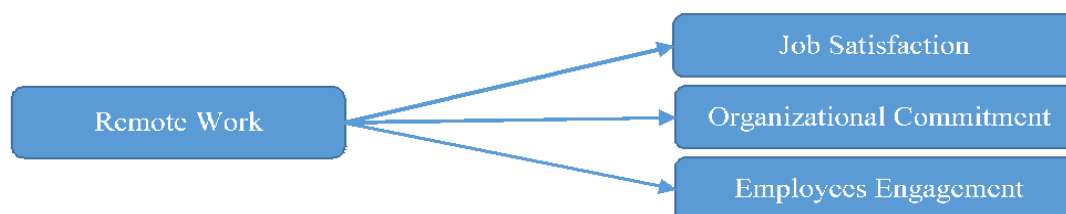
Figure 1: Research framework

Research Methodology

Research design refers to the overall approach employed to integrate various components within a study, serving as a blueprint for data collection, measurement, and analysis. In this context, a descriptive research strategy was deemed appropriate for addressing the research problem, as it effectively outlines the scope of the issue at hand (Siedlecki, 2020). The study focused on individuals who currently work remotely or have previously engaged in remote work, encompassing employees

from both public and private sectors, as well as personnel across various administrative levels (managers, employees, and workers). Consequently, the target group for this research comprises those who work remotely or have done so in the past. The data collected to examine the impact of remote work on the identified variables stemmed from a descriptive study approach. Primary data gathered through surveys, which facilitate a comprehensive and systematic arrangement of the study components, enabling the effective exploration of the research topic. Sampling, which involves selecting a subset from the broader population, is a crucial aspect of this research. It allows for the derivation of conclusions and generalisations regarding theoretical frameworks (Taherdoost, 2018). A survey designed and disseminated to diverse groups of employees in the Eastern Province of Saudi Arabia using a non-probability sampling approach. This survey aimed to analyse the literature concerning the influence of remote work on job satisfaction, organisational commitment, and employee engagement. Participants asked to complete a questionnaire based on the primary factors outlined in the literature review, which distributed to various employment levels across both public and private sectors. Total 183 responses received.

Findings, Measurement Model, and Data Analysis

The survey items utilised in this study derived from existing literature to operationalise the constructs of interest. Specifically, employee satisfaction items were adapted from Bangwal and Tiwari (2019); the scale for employee commitment was sourced from He et al. (2011); employee engagement items were taken from Yıldız et al. (2017); and the measurement scale for remote work was adapted from Chatterjee et al. (2022). The study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) using Smart PLS 4 to examine the relationships between the variables (Hair et al., 2014). This research includes one independent variable remote work and three dependent variables: job satisfaction, organisational commitment, and employee engagement. To validate the measurement model, we first assessed the item loadings on the respective constructs to evaluate indicator reliability. Next, we calculated Cronbach's alpha (CA) and composite reliability (CR) to examine the internal consistency of the constructs. Finally, average variance extracted (AVE) values were computed for all indicators within each construct to assess convergent validity. As indicated in Table 1, all loading values exceeded 0.50.

Table 1: Loading

0	OC	EE	JS	RW
OC1	0.882			
OC2	0.853			
OC3	0.928			
OC4	0.861			
EE1		0.837		
EE2		0.879		
EE3		0.802		
EE4		0.766		
EE5		0.845		
EE7		0.556		
JS1			0.854	
JS2			0.883	
JS3			0.722	
JS4			0.704	
JS5			0.708	
RW1				0.772
RW2				0.905
RW3				0.725
RW4				0.825

Additionally, according to Table 2, the AVE values were acceptable as they surpassed 0.50, and CR exceeded the benchmark of 0.70 (Hair et al., 2014).

Table 2: Validity

|	CA	CR	AVE
OC	0.904	0.933	0.777
EE	0.892	0.906	0.621
JS	0.839	0.884	0.605
RW	0.855	0.895	0.632

For assessing discriminant validity, the Heterotrait-Monotrait ratio (HTMT) method employed. This method, as recommended by Henseler et al. (2015), is suitable for evaluating discriminant validity when correlation values between variables remain below 0.90, indicating satisfactory discriminant validity. Values exceeding 0.90 suggest inadequate discriminant validity. The detailed findings presented in Table 3.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	OC	EE	JS	RW
OC				
EE	0.314			
JS	0.626	0.245		
RW	0.538	0.287	0.602	

Structural Model

Structural Equation Modelling using Partial Least Squares (SEM-PLS) via Smart PLS 4 serves as a robust statistical technique for examining complex relationships among research variables, particularly when the focus is on predicting relationships rather than testing intricate theoretical models (Hair Jr et al., 2017). The integration of bootstrapping with 5,000 resamples is crucial for evaluating the statistical significance of path coefficients with a sample size of 150 cases. This method assists in assessing t-values, thereby contributing to the determination of the statistical significance and reliability of the estimated associations within the model (Hair et al., 2014). In terms of hypothesis testing, Table 3 and Figure 2 provide a comprehensive analysis of path coefficients, p-values, and t-values.
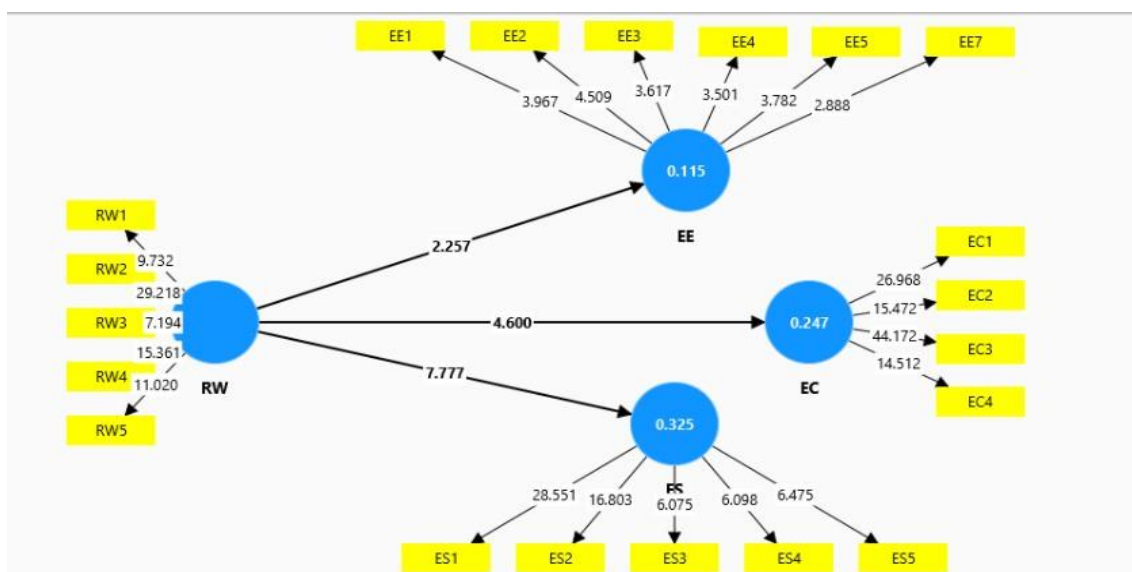
Figure 2: Path Coefficient Output

The results indicate that the paths from remote work to job satisfaction, organisational commitment, and employee engagement exhibit significant coefficients. Specifically, Table 4 confirms the assertion of H1, which posits that remote work positively influences job satisfaction, with findings showing (β = 0.570, t = 7.777). Consequently, H1 is accepted. Similarly, H2, which proposes a significant association between remote work and organisational commitment, is supported by the findings (β = 0.497, t = 4.60), leading to the acceptance of H2. Finally, H3 posits that remote work has a positive and significant impact on employee engagement. The results indicate (β = 0.339, t = 2.257), thus confirming the acceptance of H3.

Table 4: Structural Model

		Beta	SD	T value	P values	Decision
H1	RW -> ES	0.57	0.073	7.777	0	Accept
H2	RW -> EC	0.497	0.108	4.6	0	Accept
H3	RW -> EE	0.339	0.15	2.257	0.024	Accept

Discussion

We are currently in an era characterised by rapid technological advancement, prompting organisations to identify factors that enhance employee satisfaction, commitment, and engagement. These elements are crucial for both short-term and long-term organisational success. This study aimed to assess the impact of remote work on employee engagement, success, and commitment to the organisation. Our findings reveal a significant positive relationship between remote work and job satisfaction, indicating that employees engaged in remote work generally experience higher levels of job satisfaction. Respondents noted their satisfaction with the organisation's remote work initiatives and expressed their willingness to advocate for the current workplace design. Many reported that remote work has increased their efficiency and that they received adequate training to perform their tasks effectively from a distance.

Importantly, they indicated that their workload has not increased while working remotely and that the remote work environment is more comfortable. These results align with previous research suggesting that remote work provides employees with greater autonomy, flexibility, and work-life balance, thereby enhancing job satisfaction (McPhail et al., 2024). The strong statistical significance of this relationship highlights remote work as a potential driver of positive employee outcomes in terms of job satisfaction, offering valuable implications for organisations aiming to leverage remote arrangements to improve employee well-being. In terms of organisational commitment, the results indicate elevated levels of commitment among remote employees. Many respondents expressed a sense of ownership over work-related issues, performing tasks as if they were inherently theirs. They align their personal goals with those of the organisation, fostering loyalty and a desire for organisational growth. Respondents conveyed that their future intertwined with the organisation, leading them to prioritise organisational objectives over personal commitments when necessary. This commitment reflected in their emotional attachment to the organisation, which instils a sense of pride in their affiliation.

Our analysis reveals a substantial positive relationship between remote work and organisational commitment, providing empirical evidence that employees engaged in remote work exhibit higher levels of loyalty and dedication. This underscores the potential of remote work arrangements to foster a sense of loyalty and dedication, possibly due to the perceived flexibility, trust from employers, and increased autonomy. The strong statistical significance of this relationship further highlights the capacity of remote work positively influence organisational commitment, a critical factor in promoting employee retention and organisational success (McLaughlin, 2017). These insights are invaluable for organisations contemplating the implementation or expansion of remote work policies to enhance employee commitment and overall effectiveness. Moreover, our findings suggest that employees

participating in remote work arrangements tend to demonstrate higher levels of engagement with their work (Mäkikangas et al., 2022). Respondents expressed enjoyment in working remotely, appreciating the opportunity to avoid the stress of commuting.

They feel relaxed and productive when assigned tasks by their managers, with many stating that their productivity has increased while working from home. The flexibility afforded by remote work contributes to a higher level of engagement, allowing employees to immerse themselves fully in their tasks. Many reported feeling energised and enthusiastic about their work, indicating that remote work positively influences their engagement levels. This finding suggests that remote work can enhance employee engagement by providing greater flexibility, autonomy, and opportunities for self-directed work. The statistical significance of this relationship emphasises the potential of remote work to boost employee engagement, which is essential for fostering productivity and overall organisational success (Pattnaik & Jena, 2020).

Implications

The findings of this study carry significant implications for both research and practice. Theoretically, the results highlight the critical role of remote work arrangements in positively influencing job satisfaction, organisational commitment, and employee engagement. Organisations should consider integrating remote work policies into their workforce strategies effectively leverage these benefits. The positive correlation between remote work and job satisfaction indicates that offering remote work options can enhance employee well-being, as employees value the flexibility and autonomy that such arrangements provide. Moreover, the significant association between remote work and organisational commitment illustrates the potential for these arrangements to foster loyalty and dedication among employees. By leveraging remote work, organisations can enhance employee commitment, ultimately improving retention rates and reducing turnover costs. The positive impact of remote work on employee engagement suggests that such arrangements can lead to higher levels of engagement with work tasks and responsibilities. This is crucial for organisational performance, as engaged employees are more likely to be productive and contribute positively to achieving organisational objectives. From a theoretical perspective, this research contributes to the limited studies that have examined employee satisfaction as an outcome variable of remote work. Furthermore, few studies have investigated employee engagement because of remote work; this research helps bridge that gap. Additionally, the findings contribute to the body of management literature by exploring the role of remote work in relation to employee commitment. Notably, very few studies discuss employee satisfaction, engagement, and commitment as outcome variables within a single framework. This study addresses that gap and offers a comprehensive view of these interrelated concepts.

Limitations and Future Directions

Like any research, this study has limitations. It has primarily focused on the direct effects of remote work as an independent variable on three dependent variables: employee satisfaction, engagement, and commitment. Future studies could benefit from incorporating mediating variables into the proposed framework, such as considering employee satisfaction as a mediator alongside commitment. Additionally, this study conducted within the context of Saudi Arabia; future research could replicate the model in different geographical contexts, such as Malaysia or Indonesia. Moreover, while this study employed Smart PLS 4 for analysis, future research may choose to use AMOS for similar analyses. These findings lay the groundwork for future research to explore the mechanisms through which remote work influences job satisfaction, organisational commitment, and employee engagement. Investigating moderating factors, such as individual differences, job characteristics, and organisational culture, could provide deeper insights into the complexities of remote work's effects. To, fully harness these findings, organisations must understand and leverage the benefits of remote work by developing flexible and

adaptive work environments that promote employee well-being, commitment, and overall performance.

Conclusion

In conclusion, this study illuminates the significant impact of remote work on job satisfaction, organisational commitment, and employee engagement, underscoring its relevance in today's rapidly evolving work landscape. Given the increasing prevalence of remote work, our exploration of these topics is particularly pertinent. Our research examined the effects of remote work on these key variables among employees in both the public and private sectors of the Eastern Province of the Kingdom of Saudi Arabia. The findings indicate a widespread understanding, willingness, and acceptance of remote work among individuals in this region. Furthermore, our analysis reveals positive outcomes associated with remote work, particularly in terms of heightened job satisfaction, increased organisational commitment, and enhanced employee engagement. These findings emphasise the potential benefits of remote work arrangements for both individuals and organisations, highlighting the necessity for further exploration and integration of remote work practices in contemporary work environments.

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Appendix: Measurement

Variables	Items	Reference
Employee Satisfaction	• Feel satisfied with workplace design of the Company • Promote workplace design makes present job better • I am satisfied with Resource efficiency training, it directly help me to apply in the job • Workplace design does not increase my workload • Workplace design makes my work environment more comfortable	Bangwal and Tiwari (2019)
Employee Commitment	• I feel as though my future is intimately linked to that of this organization • I would be happy to make personal sacrifices if it were important for the business unit's well-being • I feel a sense of commitment to our company • I am proud to tell others that I am part of this organization	He et al. (2011)
Employee Engagement	• At my work, I feel bursting with energy. • At my job, I feel strong and vigorous. • I am enthusiastic about my job. • My job inspires me. • When I get up in the morning, I feel like going to work. • I feel happy when I am working intensely. • I proud of work that I do. • I immersed in my work. • I carried away when I am working.	Yildiz et al. (2017)
Remote work	• I like remote working • I feel more satisfaction in working remotely • I think remote working improves productivity • I enjoy remote working • I think remote working option provides better flexibility to employees.	Chatterjee et al. (2022)