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Exploring the Impact of Remote Work on Creating an Enhanced Employee Experience

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Abstract

Purpose: Remote work became very popular post Covid-19, where many employees demand teleworking because they believe it can enhance their experience. Organizations need to explore the effect of such work setup before embedding it. This research aims to investigate the impact of telecommuting on employees' experience, particularly their wellbeing, work-life balance, productivity and engagement in the UAE context.

Methodology: A theoretical model was adapted combining a comprehensive literature review with quantitative research using an online survey that produced 118 valid responses.

Findings: The literature indicates that remote work impacts wellness, work-life harmony, productivity and engagement positively. The findings of the survey confirm these outcomes. Results show that employees reported better levels of wellbeing and work-life balance, performance and motivation when working remotely. This can be due to being able to have greater control over the sequence of the day as well as feeling trusted and empowered by the organization.

Unique Contribution to Theory, Practice and Policy: The findings support the Job Demand-Resources model in that when employees are offered supporting tools, their stress level decreases. Also, the study aligns with Social Exchange theory, as it shows that when companies offer flexibility, workers' performance and motivation increase. Moreover, it aligns with the Segmentation Theory in that workers can separate work and life commitments. However, it contradicted with Individual Differences model, where despite the varied characteristics of the participants, generally they value telecommuting. Furthermore, it disagrees with the Resource Drain theory as employees' stress level decreased although they worked for longer hours. The study can benefit companies who thrive to retain the employees and improve their overall happiness. Also, it inspires policymakers to create rules that encourage offering such work arrangement in today's workplace.

Keywords: *Remote Work, Wellbeing, Work-Life Balance, Productivity, Engagement*

JEL Classification: *J28, M12, M54*

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INTRODUCTION

Pre-COVID Remote Work Resistance and Structural Barriers

Remote working was always a hot topic in the Human Resources field. However, its application was very limited prior 2020, where only 12% of employees in the United States and 6% of workers in the United Kingdom worked in such arrangement (Cook, 2023). Moreover, individuals from the new generations like millennials demanded flexible working solutions to increase workers' autonomy (Cook, 2023). These requests were not addressed at the time as organizations preferred traditional ways of working to keep tighter and higher control over the employees' output, productivity and engagement (Leiva et al., 2025). Also, companies were not ready to deploy teleworking due to their limited technological infrastructure (Urbaniec et al., 2022).

COVID-19 as a Forced Catalyst

The companies' perspective about remote working concept shifted drastically when COVID-19 hit, making remote working very popular (Marstand, Epitropaki and Kapoutsis, 2025). This is because organizations found themselves obligated and forced by the governments to accept teleworking to guarantee employees' safety (Felstead, 2022). Due to that, firms started to invest heavily in technology and digitalizing the work processes to facilitate this imposed new way of working (Urbaniec et al., 2022). This technological transformation opened the door for an increased application of remote working (Lamovšek et al., 2025).

Post-COVID Strategic Reconsideration and Employee Experience Implications

Experiencing remote work made many companies rethink their operating model (Kim, Harker and Breese, 2025). This is because they saw its financial benefits, which include limiting the costs of preparing physical desks for all employees and improving the firm's market share due to the rise in employees' satisfaction (Felstead, 2022). Also, employees from different generations started demanding flexible working as they felt it helped them to balance work and life while increasing autonomy (Cook, 2023). In addition, potential job seekers were looking for organizations that offer flexible working solutions even if they do not offer high remuneration (Felstead & Henseke, 2017). To retain existing talent and attract new ones, organizations found themselves forced to extend this work arrangement post COVID-19 and embed it as part of its practices (Kim, Harker and Breese, 2025). This was observed in companies from different regions. For instance, around 50% of the workers in US started to work from home post the pandemic (Urbaniec, et al., 2022). Also, in Sweden, remote working increased by 10% after COVID-19 and in 2025, the total number of teleworkers reached around 1.8 million (Peristera, Bergljottdotter and Leineweber, 2025). All of this proves the importance of having teleworking solutions in today's work industry, making firms who are behind feel pressurized to consider creating policies that foster remote working to guarantee talent retention and engagement. Despite all of this, still some firms believe that being away from the office can impact the company's success as it creates low engagement, motivation and reduces productivity (Cappelli, 2025). Therefore, it is important to study the impact of remote working on creating an enhanced employee experience by looking at aspects such as workforce's wellbeing, work-life balance, productivity and engagement, which can influence the company's success positively.

Problem Statement

Experiencing remote working during the COVID-19 pandemic has fundamentally changed employees' perceptions of traditional ways of working. Research suggests that employees' attitudes toward traditional ways of working shifted significantly after experiencing remote working arrangements, leading to increased demand for flexible working solutions (Cappelli, 2025). Many employees perceive remote working as a tool that helps in enhancing work-life balance and improving productivity, hence, they demanded its continuity beyond the pandemic period (Cook, 2023). In response, employers across sectors have increasingly incorporated remote working into their organizational policies.

However, the growing adoption of remote working produced inconsistent and often contradictory outcomes from empirical evidence regarding its effects on employees. While some studies highlight positive effects, others indicate that the absence of physical interaction can weaken social ties, reduce collaboration, and ultimately lower employee engagement and productivity (Peristera, Bergljottsdotter, and Leineweber, 2025). Moreover, remote working can result in work-life imbalance or increased stress as the staff try to prove their effectiveness when being away from the desk through working for prolonged hours (De-la-Calle-Durán and Rodríguez-Sánchez, 2021). These competing dynamics illustrate the complex and multidimensional nature of remote working outcomes.

Conceptual Inconsistencies

A Key challenge in the existing literature is the theoretical inconsistency around the impact of remote working on employee experiences. Existing theoretical frameworks provide conflicting expectations regarding how teleworking impacts employees' wellbeing, productivity, work-life balance and engagement. To elaborate, some frameworks emphasize that remote working increases employees' autonomy, flexibility, and resource gains, which affects the employees' positively. However, others highlight that social isolation and the absence of physical segregation between work and home cause negative consequences on engagement, productivity, and wellbeing. These contradicting theoretical explanations are reflected in mixed empirical findings, where the reported impact of remote working on employees can be positive or negative depending on various factors like individual differences and organizational support. As a result, the literature provides limited cumulative insight into which theoretical mechanisms dominate and under what conditions remote working enhances or undermines employee experiences.

Practical Implementation Gap

In addition to conceptual uncertainty, there is a gap between academic evidence and organizational practice. Employers have increasingly offered remote working arrangements in response to employees' expectations for flexibility. However, some organizations chose not to provide remote working due to its limited digital infrastructure or managerial capabilities to manage the teleworkers. Research indicates that inadequate technological deployment and insufficient managerial readiness can cause negative outcomes on the teleworkers, which impact the success of the remote working arrangement (De-la-Calle-Durán and Rodríguez-Sánchez, 2021). This implementation gap helps explain the observed variation in employers' responses to remote working and their hesitation to deploy such arrangements despite employee demand.

Theoretical Under-application in Middle Eastern Contexts

A further limitation of the literature is the limited application of theoretical frameworks in Middle Eastern organizational contexts. The majority of the existing research on remote working is conducted in the Western countries, where expectations regarding empowerment, supervisor's support and work preferences may not align with the labor perception in the Middle East. The varying cultural norms, leadership styles, and institutional structures in the region may influence how remote working impact wellbeing, productivity, work-life balance and engagement. The limited availability of empirical evidence from Middle Eastern contexts constrains the generalizability of existing theories, leaving the organizational with little context-specific guidance.

In summary, the literature reveals conceptual inconsistency, contradictory empirical evidence, and a gap in practical implementation. Also, it provides limited application of theory in United Arab Emirates and Middle East. These lack of consistencies limit both theoretical advancement and evidence-based decision-making by organizations. Due to that, there is a growing need for research that systematically examines the impact of remote working on employee well-being, productivity, work-life balance and engagement in the context of UAE. Addressing these gaps can support organizations in designing and implementing remote working arrangements that are both effective and sustainable.

LITERATURE REVIEW

History of Teleworking

Before the industrial revolution, many occupations were performed from home or close to it; however, with the emergence of technology and growth of economy, companies started to dedicate physical locations to its operation (Waters, 2022). This is to guarantee operational excellence and improve workers' performance. Since then, working from home started to gain less popularity amongst employers and became very minimal across the world (Waters, 2022). However, in the 1960s, Jack Nilles started to promote teleworking again as he believed that utilizing digital advancements that enable working from different locations, helps in decreasing issues like traffic and commuting expenses especially for those who live outside the city (Waters, 2022). This concept gained acceptance from others who believed that teleworking foster productivity and saves energy like gas and oil, hence, in response to these demands, some governments like the USA, launched a small number of programs that address teleworking (Waters, 2022). Although these initiatives increased over the years, it was relatively limited to employees living in the suburbs (Waters, 2022). It wasn't until 2020 when employers around the world including the MENA region, found themselves obligated to allow telecommuting due to COVID-19 virus (Felstead, 2022). This is to guarantee the workers' safety by limiting physical interactions in the workplace. Experiencing this type of work arrangement made the employees passionate about it, hence started requesting the companies to implement it (Felstead, 2022). They believe that it can enhance work-life balance, while sustaining high levels of engagement and motivation because it emphasizes autonomy and flexibility (Ferrara et al., 2022). Since then, the demand for teleworking increased drastically, and it is anticipated that in the upcoming years many organizations will change their operating model to accommodate for such work arrangement (Ferrara et al., 2022).

Teleworking and Well-being

The main assumption about remote working is that it has a negative impact on the employees' wellbeing. Researchers found that working from home can impact the employees' wellbeing negatively because of isolation, which causes stress (Taser et al., 2022). A testimony to that was research that analyzed the responds of 7,857 employees, which found that half of the studied population preferred to operate in the office to sustain their social interaction and avoid being lonely at home (Yang et al., 2023).

In addition, when the employees are working remotely, they are required to use various digital platforms to finalize the work. Such thing causes technostress, which is pressure created by using technology, that impacts the employees' wellbeing as they try to balance work delivery, manage personal obligations and use new technology platforms (Singh et al., 2022). The concept of technostress can be visible when remote working is imposed suddenly, leaving those who experience such work arrangement for the first time confused (Singh et al., 2022). If the organizations did not offer coping strategies to assist employees adjust to this new way of working, staff can suffer from burnout, which ultimately impacts their productivity and retention (Taser et al., 2022). Also, in past years, rapid technological advancements have been observed, imposing consistent changes in the digital platform. These changes demand consistent adaptation from the employees, who find themselves under pressure due to fear of losing their jobs and status (Dutta and Mishra, 2024).

Furthermore, due to the use of technology and ability to access the companies' digital platform 24/7, work invaded most of the individual's time (Dutta and Mishra, 2024). Research shows that when employees are teleworking, they lose track of the work timeframe resulting in longer working hours (Ferrara et al., 2022). Such thing increases the risk of burnouts and creates a negative impact on the staff's mental and physical health due to higher levels of fatigue (Palumbo, 2020). Moreover, it increases the risk of physical illness and work accidents because of the prolonged working hours, especially when using deficient ergonomic equipment (Ferrara et al., 2022). In addition, when women e-work for long hours, it can result in increased family disputes, which affect their wellbeing (Yang et al., 2023). To elaborate, unlike males, females are expected to care for their families when they are at home. Therefore, when they are occupied with work related tasks, they may fall short in attaining to their family needs. Such thing makes them feel guilty for not fulfilling their family demands, resulting in more stress, anxiety and burnouts (Yang et al., 2023).

Despite that, there are some research which indicated that remote work impacts the staff's wellbeing positively. For instance, Peristera, Bergljottdotter and Leineweber (2025) suggested that telecommuting offers employees with increased levels of flexibility and empowerment that enable them to manage their stress, health and personal lives, which raises their wellbeing. Moreover, a study by Yadav and Madhukar (2024) showed that working from home prevents the spread of diseases amongst employees, resulting in better health management. Furthermore, Ferrara et al. (2022) anticipated that offering teleworking creates a positive impact on the workers' wellbeing. However, for remote work to be effective in improving the employees' wellbeing, certain conditions need to be present. For instance, according to Peristera, Bergljottdotter and

Leineweber (2025), teleworking can have a positive impact on the workers' wellbeing if it was paired with proper home setting, flexibility in attaining to tasks and high support from the leadership. All these factors can make telework effective in managing the employees' health positively.

Based on the literature review, I hypothesize that:

- H₁: Remote work has a positive impact on employees' wellbeing.

Teleworking and Work-Life Balance

Remote work can impact the staff's ability to balance between their work and personal lives. Some research indicated that telecommuting can cause work-life imbalance. For instance, a survey conducted in 2020 identified that many participants reported experiencing work-life imbalance when telecommuting (Adisa et al., 2022). Participants mentioned that when working from home, they found themselves forced to multi-task, where they had to attend meetings while attaining to their family needs (Adisa et al., 2022). Also, the survey found that generally, participants commented about working for long hours without breaks (Adisa et al., 2022). This was proven by another study in the UK that included 15,457 workers, which found that around 40% of the surveyed population believed that they worked for extended hours when operating from home (Felstead & Henseke, 2017). The reason was that technology allowed for continuous access to work platforms, making it hard for the staff to disconnect (Gifford, 2022). Hence, researchers argued that when employees operate away from the office, it is difficult to set boundaries for working hours, resulting in work-life imbalance (Songsangyos and Iamamporn, 2020). This was supported by Adisa et al. (2022), who argued that work and non-work domains are interlinked, which makes it difficult for some individuals to separate between both. Adisa et al. (2022) found that operating from the office can make it easier to create this boundary as the employees find themselves encouraged to leave the work location once they fulfill the required hours. However, it is difficult to set this limit when the person is operating from a different location like home unless the individual can resist the urge to stay connected (Adisa et al., 2022). Shirmohammadi, Au and Beigi (2022) paper supported this finding, as it reported that telework drove some females to work at night as they were distracted during the day with fulfilling their family obligation, a practice that created imbalance between their work and personal lives.

Although the assumption about telecommuting is that it can create work-life imbalance, some research concluded the opposite. Studies found that remote work can positively impact the staff's ability to balance between their work and personal lives. To elaborate, remote work, that is facilitated by technological advancements, enables the staff to choose convenient location and time to perform their duties, which help in achieving better levels of work-life harmony (Songsangyos and Iamamporn, 2020). Moreover, telecommuting allows workers to have better control over their day, permitting attaining to family responsibilities like childcare and house chores (Yang et al., 2023). Therefore, it is viewed as a tool to increase employees' autonomy and work-life balance (Shirmohammadi, Au and Beigi, 2022). Furthermore, working from home is perceived to assist the working women who have families. This is because, it allows them to care for their kids while maintaining employment (Shirmohammadi, Au and Beigi, 2022). Due to that, employees can

experience better levels of work-life balance, resulting in increased work happiness and job satisfaction (Yang et al., 2023).

In addition, although some research indicated employees work for long hours when telecommuting, staff still prefer such work arrangement. A testimony to that is a study run on 9,877 employees in the public sector, which concluded that although the surveyed population worked for extended hours and rested for a maximum of 11 hours only per day, they preferred to work remotely (Palumbo, 2020).

Based on the literature review, I hypothesize that:

- H₂: Remote work has a positive impact on work-life balance.

Teleworking and Productivity

Another area that teleworking impacts is the workers' productivity. Many argue that working from home allows employees to perform better. This is because, employees experience less interferences from peers, which improve their attention level resulting in higher accomplishments (Yadav and Madhukar, 2024). This was echoed by a survey showing that around 88% of workers in the UK reported better productivity levels when operating remotely due to less distractions (Gifford, 2022). Also, Patanjali and Bhatta (2022), found that around 350 out of 526 employees in the IT field had higher productivity when telecommuting. Another fact that shows teleworking positive impact on performance is that it removes commuting time, hence, employees can spend this time in achieving deliverables (Gifford, 2022). The call center employees in China were able to notice such benefit as they reported 13% rise in productivity when working from home (Gifford, 2022). Furthermore, according to Yadav and Madhukar (2024), employees' performance increases when teleworking as they feel that the organization cares about their wellbeing and work-life balance. Moreover, Tóth et al. (2025) stated that workers productivity increase when working from home due to feeling trusted and empowered by the leadership. A study on 330 workers supported this finding, where the employees reported an increased level of productivity when working from home due to feeling trusted, which raised their motivation and satisfaction (Anakpo, Nqwayibana and Mishi, 2023). In addition, based on Anakpo, Nqwayibana and Mishi (2023), employees' age and generation type play a role in how their performance is impacted by teleworking. To elaborate, millennials' performance increases during teleworking due to feeling trusted and empowered, which are attributes they value and seek in their careers (Anakpo, Nqwayibana and Mishi, 2023).

Although generally remote work has a positive impact on productivity, some research identified a negative correlation between both variables. To elaborate, telecommuting limits physical interaction with coworkers, which can decrease teamwork resulting in lower levels of productivity. This was supported by research done in Europe, which found that team productivity decreases when operating outside the office due to limited physical interactions (Anakpo, Nqwayibana and Mishi, 2023). Also, a study found that around 11% of the workers noticed a drop in performance when teleworking (Gifford, 2022). Moreover, according to Galanti et al. (2021), remote work can reduce the employees' productivity due to the struggle to balance between home and work responsibilities. Females are facing this issue more than males because of the expectation that they

need to attain to their family needs fully when being at home (Anakpo, Nqwayibana and Mishi, 2023).

Despite that some research identified a negative relationship between remote work and employees' productivity, generally, there is a more positive correlation between both variables. Based on this, I hypothesize that:

- H₃: Teleworking has a positive impact on employees' productivity.

Teleworking and Engagement

Employee engagement is another critical area for the businesses that can be impacted by remote work. While teleworking is becoming increasingly popular amongst employers due to its ability to limit the cost of having physical workspace, its main strength is keeping the staff motivated and loyal (Adisa, Ogbonnaya and Adekoya, 2023). This is because workers with higher levels of engagement can deliver high-quality work, resulting in enhanced business success (Adisa, Ogbonnaya and Adekoya, 2023). From an employee perspective, workers believe that when firms are offering teleworking, they are demonstrating trust in their workforce (Felstead & Henseke, 2017). Therefore, many potential job seekers as well as talented employees prefer to work for companies who provide such work arrangements (Anitaben, 2023). This was confirmed by Felstead and Henseke (2017), who stated that 71% of the United Kingdom employees prefer to work in firms that provide remote working over companies that have a higher pay but no teleworking. In addition, according to a study conducted by Anitaben (2023), employees reported higher levels of engagement when they were offered more frequent teleworking opportunities. Such a fact was supported by Mäkikangas et al. (2022) research, which concluded that that majority of workers who experienced telecommuting maintained stable levels of engagement. This implies that there is a strong positive correlation between employee motivation and remote working. However, the level of engagement that the employees demonstrate when teleworking is dependent on many factors. These factors include support received from the manager, the company's technology platforms and workers' readiness for such work arrangement (Mäkikangas et al., 2022).

Despite that, it is critical to understand that teleworking can have a negative impact on the workers' engagement and inclusivity. According to Adisa, Ogbonnaya and Adekoya (2023), when working remotely, employees face higher level of work assignment, which they need to manage in addition to their personal responsibilities. This increases the amount of time they invest in work verses family, which can lower their engagement (Adisa, Ogbonnaya and Adekoya, 2023). Moreover, one of the main drawbacks in remote working is the absence of physical interactions between the employees, their managers and co-workers (Wang et al., 2023). This can harm the employees' engagement, team harmony and retention because of feeling excluded (Wang et al., 2023).

Although teleworking can impact employees' engagement negatively, most of the research in this area indicates a positive relationship between both variables. Based on this, I hypothesize that:

- H₄: Teleworking has a positive impact on employees' engagement.

Teleworking in the Context of the UAE

Teleworking is relatively a new topic in the UAE and GCC region, therefore, there is limited research conducted in this area. The concept of remote working became more popular during COVID-19, where the governments imposed working from home to guarantee the population safety and health (Abdallah, 2021). This was confirmed by Kurdy, Al-Malkawi and Rizwan (2023), who noted that companies adapted this new way of working during the crisis based on a request from the government to guarantee business operation and protect the workers through containing the spread of the virus.

When employees experienced remote work, their reaction to it was inconsistent, where some found it useful and others felt that it had a negative effect on their experience. Those who found it beneficial noted that it was mainly due to the flexibility it provided, which allowed them to control their day, resulting in better performance and work-life balance. To elaborate, according to a survey conducted by Abdallah et al (2021) on 60 employees in the UAE, most of the workers liked teleworking as they noticed an increase in their performance level and a decrease in their mental stress. This was echoed by Kurdy, Al-Malkawi and Rizwan (2023), who mentioned that teleworking impacts the employees' productivity positively. However, Kurdy, Al-Malkawi and Rizwan (2023) added that in order for the workers' performance to increase, certain conditions need to be met such as balancing work and personal lives, managing workload, ensuring satisfaction with one's role and receiving support from managers and co-workers. Moreover, Kooli (2023) found that females in the UAE perceived telecommuting as beneficial since they were able to care for their children, spend quality time with their family and control the sequence of their day. Such things made their motivation and engagement increase, where they felt trusted by the firm to do the work while attaining their family needs (Kooli, 2023).

On the other hand, some employees in the UAE felt that teleworking impacted their productivity and motivation negatively. For instance, according to Blignaut (2025) research workers' overall wellbeing, engagement and productivity levels were impacted negatively during remote work, making many companies turn a blind eye to implementing such work arrangement. The negative impact of teleworking was also highlighted in other literature. For instance, Kooli's (2023) study found that the studied population felt that teleworking resulted in work-life imbalance as they had to work for extended periods of time to attain work needs as they were distracted during the day with family obligations. This was confirmed by Abdallah et al. (2021) study, which reported that some employees who experienced teleworking in the UAE felt less motivated to work as they were unable to organize their day due to family commitments, making them work for extended hours. In addition, Kooli's (2023) research found that remote working can impact performance negatively because of the disruption at home, which reduces the employees focus, causing a drop in the work quality, a finding that was also highlighted by Blignaut (2025) study too. Moreover, cultural norms in the UAE may negatively affect remote work practices, particularly for female employees. This is because the social expectations can limit their willingness or ability to engage in video calls during virtual work arrangement. This was found by Kooli's (2023) research, where females were concerned about their work status and continuity as their supervisors expected them to open their cameras during videocalls, something they were not able to achieve all time. Therefore, they felt that the managers doubted their concentration during discussions and suspected that they are busy

with non-work-related tasks (Kooli, 2023). Furthermore, some employees disliked remote work as they felt that it impacted their wellbeing negatively. To elaborate, working from home made the workers feel isolated, which increased their stress level as well as increased their mental fatigue due to being concerned about their career progression and status, especially as they felt that their outputs might not be very visible to the supervisors (Kooli, 2023). Despite all of these challenges, workers in the UAE appreciated working from home and demanded its continuation and implementation by all employers (Kooli, 2023). This finding is aligned to Palumbo's (2020) finding, who noted that even though telework can drive lower work-life balance due to working for prolonged hours, workers still value such work arrangement.

The contradiction in the impact of remote working solutions on the employees that is identified by the different literature may reduce the motivation to implement such work arrangement. This is reflected in the limited number of companies who chose to deploy teleworking and offer it to its workforce in the context of UAE. To elaborate, based on Blignaut (2025) research, teleworking decreased by 0.6% from 2023 to 2024, while the total increase in this work arrangement in the UAE since post the pandemic was 0.2% only. To help companies decide about implementing telecommuting, it is crucial to conduct another study that confirms the impact of remote working on employees' wellbeing, performance, work-life harmony and motivation. Additional empirical evidence would enable companies in the UAE and the wider Middle East to make more informed and confident decisions regarding the implementation of remote working arrangements.

Gap in Literature

Although existing research provides valuable insights into the impact of remote work on employee experience, the literature remains limited in the context of the UAE. Most empirical studies are concentrated in Western or global settings, with inadequate consideration of the unique cultural, social, and organizational factors that characterize the UAE workforce. As a result, there is a lack of context-specific evidence to guide organizations operating in the region. This gap highlights the need for focused empirical research that examines remote work practices within the UAE, in order to provide organizations with detailed, locally relevant insights to inform policy design and implementation.

Theoretical Framework

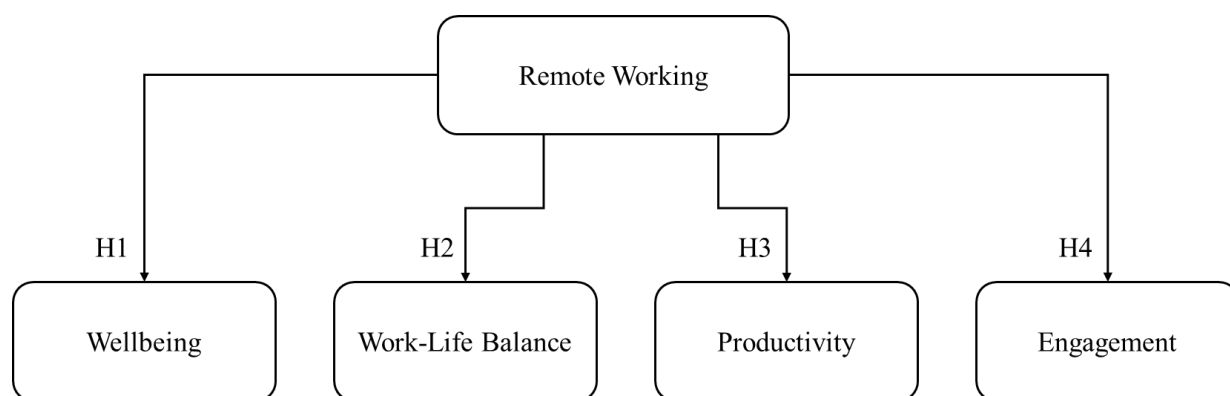


Figure 1: Theoretical Framework

Underpinning Theory

There are some theories that serve as the foundation in understanding the impact of remote working on employees' wellbeing, work-life balance, productivity and engagement. This includes:

Job Demands-Resources Model

This model explores how employees' well-being, which impacts the overall performance, is influenced by two conditions that are job demand and resources (Bakker, Demerouti and Sanz-Vergel, 2023). Job demand are the role activities that require effort from the employee while job resources are things that can help the employee achieve the set goals (Shamsi et al., 2021). When job resources are higher than job demands, the employees' well-being increases, resulting in better motivation and engagement (Shamsi et al., 2021). The model also clarifies that employees may adopt different reaction strategies to influence the demands of the role and its available resources (Bakker, Demerouti and Sanz-Vergel, 2023). To elaborate, workers can adapt a reactive work style to influence the company to extend more resources to facilitate work completion (Bakker, Demerouti and Sanz-Vergel, 2023). In this study, teleworking serves as a job resource because it is characterized by flexibility and autonomy, which can create positive work experience for the staff if it is balanced with the role demands. However, if this resource was not offered using the right digital infrastructure, it can create a negative impact on the overall employees' experience including wellbeing, work-life balance, productivity and engagement (Dutta and Mishra, 2024). Also, it is important to note that this study is primarily grounded in the Job Demands-Resources model, which hypothesises remote work as an arrangement of job demands like workload and technostress and job resources such as flexibility, empowerment and organizational support, which shape employees' experience.

Individual Differences

Employees with varying personalities respond to remote working differently. This is because teleworking experience depends on the employees' motivation, personality type, being organized and priorities they have (Anitaben, 2023). Also, previous experience may impact the way individuals perceive remote working. All these factors can influence the way workers respond to teleworking, which make this work arrangement affect their wellbeing, work-life balance, productivity and engagement differently. Based on Parra, Gupta and Cadden (2022) personality frameworks like the Big Five model recommends that characteristics including conscientiousness, openness to experience, and extraversion may shape how employees perceive and adapt to remote work. For instance, individuals high in conscientiousness may experience enhanced wellbeing, work-life balance, productivity, and engagement while teleworking as it offers more flexibility and empowerment (Patitsa et al., 2023). On the other hand, Parra, Gupta and Cadden (2022) explains that extraversion may drive a negative perception about remote working as employees who typically originate energy from social interaction can experience greater stress in teleworking environments. These individual differences highlight that the impact of remote working on employee experience is not consistent as it is dependent on personality and work preferences. Therefore, they are expected to moderate how employees perceive and respond to remote working arrangements.

Social Exchange Theory

This theory explores the amount of support the company is willing to provide its employees, which can impact their experience and wellbeing positively (Tsen et al., 2022). To elaborate, in the context of teleworking, if the organization provided the needed tools including technology, training and supervisor's support, the employees' experience during such work arrangement will be positive (Tsen et al., 2022). This will influence the workers' perception about the impact of telecommuting on their wellbeing, work-life balance, productivity and engagement. Therefore, extending and implementing remote working solutions may be perceived by the workforce as a form of organizational support, motivating reciprocal positive attitudes.

METHODOLOGY

This research adapted a positivism philosophy. The population of this study includes all workers in the United Arab Emirates who experienced remote working. The targeted sample includes random employees from the two genders, different nationalities, ages and marital status. The sample size for the survey is minimum of 139. Convenience sampling is used. To gather quantitative data, a structured online survey is used. Statistical Package for Social Sciences (SPSS) software is used for data analysis.

FINDINGS

Descriptive Statistics

A descriptive exploration was carried out to understand the overall patterns of the research variables in a concise way (Naeem et al., 2023). This is because, it analyzes the gathered data and processes them to deliver easy to interpret numerical information (Putra, Suja and Uttami Vishnu Putri, 2024). As illustrated in Table 1, the scores of the research gathered from the 118 participants ranged from 1 to 5 due to using a five-point Likert scale. Remote working (mean = 4.25) and productivity (mean = 4.06) shows a relatively high mean score. This indicates that the majority of the participants rated the items related to these variables high ('Strongly agree' or 'Agree'). However, the standard deviations (SD) of remote working (SD = 1.002) and productivity (SD = 1.013) imply moderate variability, illustrating that while most of the respondents rated these variables close to the mean, there was some spreading in ratings. For wellbeing (mean = 3.86), work-life balance (mean = 3.74), and engagement (mean = 3.82), the means indicate that participants reported moderate to high levels of these variables. The SD for wellbeing (SD = 0.88), work-life balance (SD = 0.79), and engagement (mean = 0.98), confirm that most of the responses gathered were scattered close to the mean. In summary, the descriptive analysis shows that participants display moderate to high levels of wellbeing, work-life balance, productivity and engagement when working remotely.

Table 1: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Remote Work	118	1.00	5.00	4.2500	1.00160
Wellbeing	118	1.00	5.00	3.8602	.87800
Work Life Balance	118	1.50	5.00	3.7352	.79077
Productivity	118	1.00	5.00	4.0636	1.01284
Engagement	118	1.00	5.00	3.8157	.97645
Valid N (listwise)	118				

Inferential Testing and Hypotheses Evaluation

To understand the connection between the independent variable that is remote work and the dependent variables that are wellbeing, work-life balance, productivity and engagement, two types of tests are used. The first one is Pearson correlation displayed in Table 8 that is a statistical analysis deployed to evaluate the intensity and tendency of the link between two variables (Janse et al., 2021). The second analysis is Linear regression, which is popular, simple and allows the researchers to predict the results effectively through understanding the linkage between the research variables (Roustaei, 2024).

Correlations

The Pearson correlation test was deployed to understand the link between remote work and employees' wellbeing. As illustrated in Table 8, there is a strong correlation of 0.716 between remote working and wellbeing, indicating that when remote work is practiced, employees experience greater degrees of wellbeing.

Also, the Pearson correlation revealed a moderate positive correlation of 0.597 between remote work and work-life balance. This means that telecommuting facilitates better levels of work-life balance.

Moreover, as shown in Table 2, the Pearson correlation test specified a very strong positive correlation of 0.800 between teleworking and employees' productivity. This means that teleworking can increase workers' productivity and have a positive impact on their performance.

In addition, the outcome of Pearson correlation suggested a strong positive correlation of 0.766 between telecommuting and employees' engagement. In other words, practicing and offering remote work options increase employee engagement and impacts it positively.

Table 2: Correlations

Correlations					
	Remote Work	Wellbeing	Work Life Balance	Productivity	Engagement
Remote Work	1				
Wellbeing	.716***	1			
	<.001				
Work Life Balance	.597***	.693***	1		
	<.001	<.001			
Productivity	.800***	.721***	.611***	1	
	<.001	<.001	<.001		
Engagement	.766***	.678***	.581***	.846***	1
	<.001	<.001	<.001	<.001	

Regression Analysis

H1: Remote work has a positive impact on employees' wellbeing.

To further test the relationships between remote working and employees' wellbeing, simple linear regression analysis is used. The outcome of the standardized beta coefficient confirms the results of the correlation test as outlined in Table 3, illustrating that remote working has a strong positive relationship with employees' wellbeing. The significance level of <0.001 proposes that telecommuting has a very highly significant effect on employees' wellbeing, meaning that when it is offered, workers' health improves. This approves hypothesis 1, which assumes that remote work impacts workers' wellbeing positively.

Based on the outputs, hypothesis 1 that suggests positive impact of remote work on wellbeing is accepted.

Table 3: Regression Analysis - Wellbeing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 ^a	.512	.508	.61596

a. Predictors: (Constant), Remote Work

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.182	1	46.182	121.724	<.001 ^b
	Residual	44.011	116	.379		
	Total	90.193	117			

a. Dependent Variable: Wellbeing

b. Predictors: (Constant), Remote Work

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.194	.248		4.812	<.001
	Remote Work	.627	.057	.716	11.033	<.001

a. Dependent Variable: Wellbeing

H₂: Remote work has a positive impact on work-life balance.

Moreover, Table 4 displays the outcome of simple linear regression analysis for the dependent variable of work-life balance. The results of the standardized beta coefficient confirm the correlation test outcome, suggesting a strong positive relationship with employees' well-being. Moreover, the significance level of <0.001 indicates that remote working has a significant positive influence on work-life balance. This aligns with hypothesis 2, which forecasted a positive linkage between both variables.

Therefore, and in alignment with the linear regression outcomes, hypothesis 2 is accepted.

Table 4: Regression Analysis – Work-Life Balance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.351	.63718

a. Predictors: (Constant), Remote Work

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.066	1	26.066	64.202	<.001 ^b
	Residual	47.096	116	.406		
	Total	73.162	117			

a. Dependent Variable: Work Life Balance

b. Predictors: (Constant), Remote Work

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.732	.257		6.747	<.001
	Remote Work	.471	.059	.597	8.013	<.001

a. Dependent Variable: Work Life Balance

H₃: Teleworking has a positive impact on workers' productivity.

The conclusions of the linear regression test explained in Table 5 prove the correlation statistics conclusion about the positive relationship between teleworking and employees' productivity. This is because, the significance level of <0.001 illustrates that telecommuting impacts the workers' performance significantly positively.

Thus, and based on the analysis' output, hypothesis 3 is accepted.

Table 5: Regression Analysis - Productivity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 ^a	.641	.638	.60978

a. Predictors: (Constant), Remote Work

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.890	1	76.890	206.785	<.001 ^b
	Residual	43.133	116	.372		
	Total	120.023	117			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Remote Work

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.624	.246		2.539	.012
	Remote Work	.809	.056	.800	14.380	<.001

a. Dependent Variable: Productivity

H4: Teleworking has a positive impact on workers' engagement.

The linear regression outcome that investigates the impact of remote work on employees' engagement and motivation as shown in Table 6, confirms the findings of the correlation test. The significance level of <0.001 indicates that remote work has a very significant positive effect on engagement.

Therefore, hypothesis 4 is accepted.

Table 6: Regression Analysis - Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.584	.63003

b. Predictors: (Constant), Remote Work

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.509	1	65.509	165.036	<.001 ^b
	Residual	46.045	116	.397		
	Total	111.553	117			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Remote Work

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.641	.254		2.523	.013
	Remote Work	.747	.058	.766	12.847	<.001

a. Dependent Variable: Engagement

Summary of Hypotheses

S. No.	Hypotheses	Status
H1	Remote work has a positive impact on employees' wellbeing.	Accepted
H2	Remote work has a positive impact on work-life balance.	Accepted
H3	Teleworking has a positive impact on workers' productivity.	Accepted
H4	Teleworking has a positive impact on workers' engagement.	Accepted

The outcome shows that the four developed hypotheses, which indicated that telecommuting has a positive impact on the workers' wellbeing, work-life harmony, performance and motivation were

accepted. This means that when remote work is offered, it impacts these dependent variables as well as the overall employee experience positively.

DISCUSSION

Remote Work and Wellbeing

The outcome of the study confirms hypothesis one, which identified that remote work has a positive impact on employees' wellbeing. This conclusion was drawn post testing four dimensions related to wellbeing that are physical health, mental wellbeing, level of stress and feelings of isolation. Based on the literature review, working from home can increase work injury levels and impact physical wellbeing negatively (Ferrara et al., 2022). Moreover, according to Wells et al. (2023), telework increases neck and back distress, causes throat illness and lowers the overall physical health of workers. However, Yadav and Madhukar (2024) indicated that when employees are not consistently exposed to others, the risk of catching diseases decreases resulting in an improved physical wellbeing. This aligns with this research results, which showed that 72% of the employees surveyed in the UAE who experienced telecommuting reported better physical health. This means that the workers' general fitness improves when being at home as they might be able to organize their day effectively to remain active. Also, a possible reason for this finding is that, due to experiencing teleworking before, the majority of the staff adjusted their home working sections to include ergonomic tools that can support maintaining good physical health while teleworking. Peristera, Bergljottsdotter and Leineweber (2025) also suggested that having proper workstation set-up at home can improve the physical wellbeing of the teleworkers.

Furthermore, while Palumbo (2020) argued that telecommuting drives long working hours, which causes burnouts and mental fatigues, Peristera, Bergljottsdotter and Leineweber (2025) concluded that working remotely allows the workers to manage their health and personal commitment, resulting in reduced stress levels. This finding was confirmed by this study, where 77% of the surveyed population experienced better mental health and 71% reported that their stress levels decreased. This could be as a result of eliminating commuting time and not being on the congested roads of the UAE in the morning, which can be stressful for some workers. Also, improved mental health can be due to feeling empowered and trusted by the employer and manager when teleworking (Peristera, Bergljottsdotter and Leineweber, 2025).

On the last dimension that tested if the employees feel isolated when teleworking, although the answers fluctuated, there were more people who disagreed with the statement than those who felt lonely when teleworking. This conflicts with the literature review finding, where Taser et al. (2022) found that remote working causes the employees to have higher stress levels due to being physically isolated from their coworkers. The reason is potentially due to the UAE culture. To elaborate, in the Gulf region, people have large and extended families, who in most cases live in the same household. Such a thing can cause the employee to always feel surrounded by others, which eliminates feelings of loneliness.

Consistent with the Job Demands–Resources model, the findings of the research indicate that remote work operated mainly as a job resource rather than a job demand for many employees in the UAE. Participants reported improved mental and physical health and reduced stress levels, suggesting that resources such as increased autonomy, flexibility, and reduced commuting

demands offset potential stressors like social isolation. This supports the motivational pathway of the Job Demands–Resources model, whereby job resources enhance well-being.

Telecommuting and Work-Life Balance

Hypothesis two, which identified that telecommuting has a positive effect on work-life harmony, was accepted. Yang et al. (2023) and Shirmohammadi, Au and Beigi (2022) presented that when working remotely, employees experience better levels of work-life balance as they are able to control their day, attain to family needs and fulfill their personal requirements while being effective at work. This was confirmed by this study's findings, since around 84% of the participants indicated that working remotely enhanced their work-life balance. Also, nearly 84% of the UAE's employees surveyed were able to manage their personal and family commitments in a better way when teleworking. This conflicts with Adisa et al. (2022) research, which identified that remote working causes work-life imbalance as the employees struggle to fulfill their role and personal obligations. The high levels of work-life balance reported by the respondents may be due to having the autonomy to operate from locations that accommodated their family and personal needs.

In addition, to identify if the employees can achieve work-life balance when telecommuting, the study tested their ability to disconnect post fulfilling the required work schedule. Based on the outcome of the questionnaire, 65% of the respondents were able to detach from the company's digital platforms once they completed their daily working hours. This indicates that employees in the UAE are able to control their day even when they are operating from home. Such finding conflicts with Adisa et al. (2022), where the researchers concluded that it is more challenging for the workers to detach from the role if they operate outside of the office.

However, the last instrument that examined whether the employees work for longer hours when telecommuting aligned with the literature review that indicated a negative impact between remote working and employees' wellbeing. To elaborate, Adisa et al. (2022) research found that workers resume longer working periods when being at home as having access to technology is tempting. Moreover, Gifford (2022) argued that due to having access to technology 24/7, it is hard for the employees to disconnect from work, driving prolonged working hours and less balance between personal and work obligations. The findings of this survey confirmed this where 60% of the respondents indicated that they work for extended hours when operating outside the office. This might be due to the ability to access the organization's digital platforms through different devices including mobile phones, which makes the employees unable to resist checking their mailbox and attaining to requests received after working hours.

Despite all of this, and in alignment with Palumbo (2020) study, most of the workers still value remote working and prefer it over traditional ways of operating even if it drove longer working hours. To clarify, 64% of the UAE's workers surveyed in this study indicated that they favor teleworking over being in the work's physical location. Also, 87% confirmed that they find the availability of telecommuting options beneficial.

Telework and Productivity

The result of this research confirmed the third hypothesis that identified a positive impact of remote working on performance. All of the four instruments used to measure the impact of telework on

productivity indicated a positive effect. For instance, on measuring the performance level when working from home, around 74% of the participants indicated an increase in their productivity. This aligns with Patanjali and Bhatta (2022) and Gifford (2022) research, which displayed that employee output improves when they are working remotely. The main reason is feeling empowered and trusted by the firm which encourages the employee to give greater outputs as concluded by Tóth et al. (2025) and Anakpo, Nqwayibana and Mishi (2023). Another reason is the ability to utilize travel time to finalize tasks, enabling the staff to achieve greater outputs (Gifford, 2022).

Moreover, 77% of the respondents showed that they are able to achieve their tasks more efficiently when teleworking. This is because they are faced with less distractions from their peers and coworkers as indicated by around 78% of the participants. To elaborate, when employees are operating from the office, they face many distractions caused by their colleagues who want to network. Operating from home eliminates the same where staff are fully focused due to being physically isolated. Such finding agrees with Yadav and Madhukar (2024), who identified that employees' attention level at the office decrease due to interventions from other co-workers.

Finally, the study indicated that teleworking has a positive impact on employees' cooperation. More than half of the surveyed population believed that remote working impacts team spirit and partnership positively. This finding aligns with Gifford (2022) finding in that the availability of the digital platforms allowed the employees to connect with each other when working for different locations. Moreover, another reason could be that Covid-19 normalized e-meetings and virtual calls, driving better collaboration and partnership between the workers when telecommuting.

Another important point to analyze is the impact of generation's type of how employees perform when operating from a different location. The literature review indicated that specifically, millennials' output raises when teleworking as they value empowerment (Anakpo, Nqwayibana and Mishi, 2023). The data gathered from this survey confirmed this finding, where the majority of those who reported increased levels of performance were from the millennials' generational age group (around 59%). This means that organizations that want to improve the productivity levels of this generation type need to consider providing more flexibility including remote working options.

Remote Work and Engagement

The last hypothesis that indicates a positive relationship between remote working and engagement was confirmed. The research identified that the majority of the participants (62%) felt engaged when teleworking. Moreover, 82% of the participants were excited to operate in a firm that offers remote work. These two findings align with Anitaben (2023) and Mäkikangas et al. (2022) conclusions in that workers' engagement is affected positively when they are allowed to work remotely.

Furthermore, the outcome of the questionnaire indicated that around 42% of the respondents were willing to move to an organization that provides telework even if the remuneration was lower than what they are receiving currently (those who disagreed with the statement formed 36% only). This discovery confirms Anitaben (2023) and Felstead and Henseke (2017) research as they found that that many potential job seekers value telecommuting options to the extent that some are willing to join employers who do not offer high pay but provide remote working solutions.

There are many potential reasons that can drive high levels of engagement, enthusiasm and loyalty as identified in this study. Some of these causes could be the ability to balance work and personal lives, improve mental and physical wellbeing as well as having capacity to achieve more output, which increases feelings of fulfillment. Also, a great contributor is that employees feel trusted, empowered and admired by the organization. Felstead & Henseke (2017), Tóth et al. (2025) and Anakpo, Nqwayibana and Mishi (2023) found that remote work increases feelings of empowerment and trust, resulting in higher loyalty levels. Also, Yadav and Madhukar (2024), indicated that workers' output improves while working from home as believe that the firm cares about their health. In addition, the question included in this study about whether workers believe that their contributions were acknowledged during telecommuting can justify why there is high level of engagement during teleworking. Nearly 64% of the surveyed population indicated that their work was recognized, hence their engagement increased. This finding conflicts with Kooli (2023) who observed that females in the UAE felt that their work was not acknowledge, hence they were concerned about their career growth. As the majority of the participants in this research are women, the outcome indicates that there have been more efforts from the companies in ensuring that employees' output is recognized even if they operate remotely. Also, it suggests that there is a growing awareness amongst supervisors about the cruciality of acknowledging the workers' contribution.

Overall Impact of Telework on Employee Experience

The outcome of the research indicates that overall remote work impact employees' experience positively. The study showed that staff value teleworking and believe that it improves their mental and physical health as well as reduce their stress level. They believe that such work arrangement helps them in managing their personal and work commitment, which motivates them to produce greater outputs and stay motivated.

Implications

Theoretical Implications

The outcome of this study contributed to the Job Demand-Resources model. It indicated that although employees worked for longer hours when telecommuting, this work arrangement decreased their stress level. Such a thing shows that in the UAE, employees are offered supporting resources to do their work effectively when operating remotely. These resources may include manager support, solid digital infrastructure and ability to collaborate with other co-workers smoothly.

Another theory this research added to was Social Exchange model, as it presented that the workers' engagement, productivity, wellness and work-life balance increase when the employers offer flexible work arrangements. In other words, when organizations extend telework, staff offer higher performance, motivation, health and work-life balance in exchange for this flexibility.

Furthermore, the survey's findings contributed to the Individual Differences theory. Despite that individuals' differences like age, gender, marital status and having kids impact employees' work preference, the outcome of this research suggests that generally workers prefer telecommuting

over traditional ways of working. Such finding concludes that offering flexibility, autonomy and trust have a common positive impact on employees even if their characteristics vary.

Moreover, the findings added to Work-Life Balance Theories. It showed that despite working for extended periods when telecommuting, the flexibility offered and empowerment assisted the staff in managing their work and personal commitments more effectively. Benefits like cutting commuting time and having more empowerment presented by teleworking helped the employees to control the sequence of the day and reduce their stress, which contradicts with the Resource Drain Theory. Moreover, the findings added to the Segmentation Theory in that when working remotely, employees are able to control their day, disconnect after fulfilling the working hours and maintain boundaries between their work and personal lives.

Practical Implications

The result of the research offers practical implications that are essential for the human resources professionals, employers and the government of the UAE:

- **Design Country-Wide Policies:** The results show that implementing remote work can enhance the employees' wellbeing, work-life balance, productivity and engagement. Such a finding encourages the government of the UAE to create policies that mandate remote working across the country. However, these policies should stress on boundary management to ensure that employees disconnect from the work's digital platform post fulfilling the working hours, guaranteeing better wellbeing while sustaining high levels of motivation and engagement.
- **Deploy the Right Technology:** The outcome of the research indicates that more companies started to apply remote working solutions. This shows that this work arrangement is becoming more popular amongst employers to retain their talented staff. However, firms should not rush into offering telecommuting without reviewing its digital infrastructure and ensuring its readiness. They must deploy advanced technologies that encourage collaboration and smooth operation. The absence of these tools can impact the employees' motivation and performance levels negatively.
- **Focus on Training and Development:** Since the employees' experience when working from home is impacted by the tools and support they receive, companies should upskill their management to ensure their readiness to handle their direct reports who utilize such work arrangement. Extending practical training programs for the supervisors that are centered around sustain work-life balance, addressing burnouts proactively, building trust and maintaining collaboration during virtual work settings can boost the positive effects of teleworking.
- **Create Wellness Programs:** While the result of the study is generally positive, there were some respondents that indicated lower levels of engagement, wellbeing and work-life balance when telecommuting. To ensure that organizations address these challenges, deploying wellness programs that the employees can utilize when needed will ensure sustaining a positive employee experience. Also, it will guarantee proactive management of any issue that may emerge when telecommuting.

CONCLUSION

Summary

Experiencing remote working during Covid-19 changed the employee perspective about traditional ways of operating, making the demand for such work arrangement increase drastically. Organizations find themselves unsure about how to respond to these demands because of concerns about the employees' productivity and engagement. Lack of actions from the corporations on this topic can lead to significant negative impacts on the workforce loyalty and engagement.

The literature review indicated that telecommuting impacts the workers' wellbeing positively as it can improve the employees' physical and mental health (Peristera, Bergljottsdotter and Leineweber, 2025). Also, it displayed that work-life balance is impacted positively by remote work as it allows the workers to attain to their family and personal needs while remaining effective at work (Yang et al., 2023). In addition, the literature review indicated a positive relationship between remote work and staff productivity due to feelings of empowerment and trust (Tóth et al., 2025). Similarly, many research studies identified that telework impacts workers' engagement positively (Anitaben, 2023).

The outcome of the online survey that was carried out and distributed amongst workers in the UAE indicated that teleworking has a positive impact on employees' wellbeing, productivity, work-life balance and engagement. To elaborate, the results show that telecommuting improves the workers' mental and physical health as well as helps them in achieving better levels of work-life balance. Moreover, the results indicate that telecommuting encourages higher levels of performance and engagement due to feeling trusted, empowered and supported by the organization, which aligns with previous research.

The findings show that employees in the UAE value remote working options and perceive it as helpful in managing their health, attaining to work and personal commitments, improving outputs and increasing motivation. Therefore, it offers practical implications including advocating for creating nation-wide remote working policies, upskilling the supervisors to deal with employees who use this work arrangement more effectively and give greater attention to the workforces' wellbeing.

Recommendations

To address the limitation of this research, there is a number of recommendations for future studies to further refine the outcome:

- Increase the Sample Size and data-collection period: To collect reliable data that allow for generalizability, future research should consider including a larger sample size. Collecting information from higher number of participants can improve the accuracy of data and reduce bias. To achieve that, the researchers should consider increasing the data collection period, to enable generating more responses.

- **Study Mediators and Moderators:** Future studies should consider including additional variables that can mediate or moderate the effect of remote working on employee experience. These factors can be personality characteristics, leadership support, empowerment, company's digital infrastructure and ergonomic tools available at home. Studying the impact of these variables can provide an understanding of factors that facilitate positive employee experience when teleworking.
- **Expand Geographical Coverage:** To be able to generalize the study outcome, future research should consider running the survey across the GCC countries. Expanding the research into these geographical locations can help in understanding if the government support or work culture of the country can impact the way the employees perceive remote working.
- **Use a Mixed-Method Design:** Future research should consider employing mixed-method design that combines collecting both quantitative and qualitative data. Such approach will enable the researchers to dig deeper into the mediating and moderating factors that shape the employee's experience while telecommuting.
- **Study Behavior Over Longer Timelines:** To eliminate bias and improve the accuracy of the results, future research should consider studying the employees' behavior while teleworking over prolonged period. Such approach will enable the researchers to monitor how teleworking can impact the workers' wellbeing, work-life balance, productivity and engagement.
- **Gather Data from Multiple Sources:** Instead of depending purely on employees' responses, future studies can adapt a comprehensive approach that takes into consideration the views of employees, supervisors and HR workers. Using such approach can increase the accuracy of the results through eliminating response-bias.

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