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JOB SATISFACTION OF EMPLOYEES WORKING REMOTELY: THE ROLE OF ORGANISATIONAL SUPPORT

Purpose. Disclosing the influence of organisational support on job satisfaction of employees working remotely.

Methodology. Seeking to explore the influence of organisational support on job satisfaction of employees working remotely, a quantitative research was carried out based on the following theories: Theory of Work Adjustment, Theory of Work Role Transitions, Organisational Support Theory, and Telework Satisfaction Theory. In order to attain the research purpose, a questionnaire survey was selected as the source data collection method. The research sample was compiled applying a non-probability target sampling principle. Target population of the research involved employees working remotely in Lithuania. While exploring the influence of organisational support on job satisfaction of employees working remotely, analysis and synthesis methods were applied allowing for breaking down the phenomenon under consideration into separate components – organisational support forms and subdimensions of job satisfaction in the context of remote work. While examining the dependence between individual forms of organisational support (emotional, informational, instrumental support, and support for professional improvement), canonical correlation analysis was carried out.

Findings. The research findings showed that a strong positive connection existed between the support provided by the organisation and job satisfaction of employees working remotely. Support oriented to the employees' professional and personal improvement, with its key component being employee recognition, was of utmost importance. Feedback from the manager, respect, and peer appreciation had the greatest effect on employees' job satisfaction. Furthermore, emotional support manifesting through friendly and supportive relationships between colleagues was also significant. Informational support was important for the fact that employees could always approach their colleagues when any questions concerning remote work arose. Moreover, instrumental support – technical support and maintenance of working equipment – had great influence on employee satisfaction, as it was particularly relevant when working remotely.

Originality. The study established the influence of organizational support on the job satisfaction of employees working remotely. It was proven that different forms of organizational support – emotional, informational, instrumental, and professional development support – have varying effects not only on overall employee job satisfaction but also on its individual subdimensions.

Practical value. The paper examines the influence of organisational support on the job satisfaction of employees working remotely, a finding of particular relevance within the context of today's rapidly evolving work environment and the increasing prevalence of remote work arrangements. The results obtained may be applied to enhance work productivity, as well as to improve decision-making in human resource management under the conditions of remote work expansion.

Keywords: *organisational support, remote work, job satisfaction, employee wellbeing*

Introduction. Globalisation, labour force migration, increasing value of intellectual work, and newly emerging challenges such as pandemics, geopolitical tensions, threat of war, and economic turmoil accentuate even more the necessity for a flexibly organised form of work – remote work.

According to the research data, in 2019, 5.4 % of employees in EU-27 consistently worked from homes, and this share has not changed significantly over the last decade [1]. By number of remote employees, Lithuania was among the last in the EU-28 during the last decade. In 2019, 4.5 % of employees regularly or sometimes worked remotely in Lithuania, whereas at the same time, in Sweden, the Netherlands, Luxembourg, Finland, and Denmark, about 30–40 % of all employees regularly or sometimes worked remotely [2]. In the meantime, in 2022, more than a third of employees (38 %) in Lithuania were provided by their employers the opportunity to work remotely; however, only 50 % of the people who had the possibility to work remotely indicated that they had done so at that time [3]. Thus, the period of pandemic became the turning point not that much in the sense that it changed the employee roles, but more in terms of fundamentally transforming the work processes – promoting faster digitization and opening the avenues for the organisations to adapt more flexibly to the changing conditions of work. Such a shift is also corroborated by the Global Remote Work Index of 2023, in which Lithuania held the 8^{th} place (GRWI score 0.802) [4].

According to the researchers, organisations seeking to ensure efficient performance of remotely working employees cannot rely on technologies only; they also require the appropriate qualifications, motivation, and organisational support [5] to alleviate the stress the employees experience when working remotely, and also to increase their job satisfaction [6].

It is noteworthy that as employees work remotely, problems mostly arise with a home setting that is not adapted for work (not enough rooms, desks or other means), difficulties in combining family life and work (children and other family members interfering with work, household chores), emerging issues with comput-

ers, internet connection, and work organisation (coordination of activities with the manager, co-workers and subordinates, uncertainty of tasks and deadlines, lack of regulation) [2]. The abovementioned causes jeopardise employee security and wellbeing [7] and may have negative influence on the overall efficiency of work and employee satisfaction with remote working [8]. This underscores the necessity of organisational support for the employees working remotely, with its positive effect manifesting on several levels: employee relationship with the organisation and work, which is reflected through greater emotional commitment, stronger identification with the organisation and greater engagement in work activities; behaviour of employees – for example, enhanced working efficiency and decrease in absenteeism; and employee wellbeing – through greater satisfaction with job and working environment [9]. Considering the above, the paper raises the following research problem: What forms and measures could the organisation choose for providing support to employees who work remotely seeking to ensure their job satisfaction?

Literature review. The conception of remote work, its benefits and effects of organisational support on employee job satisfaction in the context of this work model receive constant attention of researchers and practitioners. However, a uniform understanding of the work carried out in an unusual setting that is remote from the employer's location is still lacking, while the definition of this notion is aggravated by the diversity of terms used.

The International Labour Organization refers to remote work using different terms: remote work, distance work; teleworking, telecommuting; working from home, homeworking. All these terms have the space aspect in common, as work is being performed at a certain time and outside the employer's location while being geographically distantiated from the regular workplace and using information technologies [10]. The research authors chose to employ the 'remote work' term.

In different organisations, the remote work form manifests differently, as the culture of each organisation, likewise the DNA of each person, is unique [11]. The European Economic and Social Committee (ECSC) emphasises that remote work might increase the efficiency in organisations; however, it might also impede business culture and organisation of work [12].

In terms of business, remote work is linked with numerous objectives, such as:

- organising work based on performance results, conferring to the employees greater autonomy and more responsibility for the results;
- increasing efficiency and effectiveness (less interruptions);
- using the space of premises and/or offices optimally and reducing the associated costs;
- facilitating the employment for employees of certain categories (with care responsibilities in family or having a movement disability).

In the meantime, employees working remotely experience not just advantages such as the possibility to plan their working and rest times more flexibly, to devote more attention to family/household chores; decreased stress and tension; and improved quality of life, but difficulties too. As people work remotely, often, issues arise due to home environment being not adapted for working (lack of rooms, desk, other means), difficulties in combining family life and work (children and other family members interfering with work, household chores), issues emerging with computers, internet connection, and work organisation (coordination of activities with the manager, co-workers and subordinates, uncertainty of tasks and deadlines, lack of regulation) [2].

A study carried out during the pandemic revealed that while working from home, the employees were mostly unhappy about the lack of clear instructions of remote work and shortage of resources needed to carry out the work activities – non-availability of the possibility to work from home, software and access to the documents of the organisation [13]. A later study determined that the scope of obstacles for remote working was lesser when the organisations already had some experience of working remotely, employees were provided with organisational support, and IT measures were set up to allow for working remotely [14].

Remote work when an individual performs work activities 'anytime and anywhere' might erase the boundaries between the home and working space and wreak havoc with the work and family balance, thus causing stress, reducing the efficiency of remote work and negatively affecting employee satisfaction [15]. It is therefore important to take care of the employee wellbeing at work with satisfaction being is key dimension [16].

It is noteworthy that when discussing employee job satisfaction in the context of remote work, the authors distinguish three subdimensions of satisfaction: *environmental satisfaction* defines the satisfaction felt by the employee due to the overall surroundings that might affect their work; *conscientious satisfaction* refers to the aspect of satisfaction the employee experiences when performing the work and carrying out their functions; and the third subdimension is the *volitional satisfaction* that is experienced by the employee when they exercise a certain degree of control over their work and decisions being made [17]. However, for an employee to feel job satisfaction, it is crucial that organisation provides support that is perceived as the concern of the organisation with the employee wellbeing. This serves as a precondition for successful performance of the organisation [5].

Supporters of the Organisational Support Theory approach organisational support as the care of the organisation about the employee wellbeing and appreciation of the work they perform [5].

When analysing the influence of organisational support on the satisfaction of employees working remotely, researchers Yu and Wu (2021) rely on the Job Demands-Resources Theory (JD-R) theory [18]. Physical, psychological, social or organisational job resources are treated as organisational support. Organisational support was found to have a positive impact on work-life balance and wellbeing [19].

Organisational support to the employees working remotely includes the following:

1. Psychological support associated with the mental or emotional state of the employee.
2. Personal support provided to the employee considering their needs.
3. Maintenance of a safe working environment.
4. Career support associated with the employee's training, qualification improvement, professional advancement, and career [17].

Organisational support encompasses not only the assistance to employees when carrying out the activities, but is also oriented to the *emotional support* provided to the employees and enhancing the job satisfaction [20]. Both physical and informational isolation resulting from the remote working environment have a negative effect on job satisfaction that may have influence on emotional wellbeing of employees [21]. Studies conducted by Ilies and Bosch (2020) revealed that a positive approach to remote work and support provided by the manager of the organisation or direct supervisor were the key factors when implementing remote work in an organisation [22]. It is the managers in particular who encourage or dampen the ability of employees to focus on their work and manage personal needs better. It is noted that managers who help their employees find the ways and means allowing for a balance work and personal life develop a positive approach of employees to work and promote better performance results [23].

For employees working remotely, it is not just the support from the manager that matters, but also that from their co-workers – the expressed trust that serves as the indicator of positive attitudes and conduct of the employee. Research findings suggest that mutual trust of employees has a positive effect on organisational efficiency, strengthens the employee cooperation, reduces their stress and enhances the resilience to changes. Furthermore, trust activates the learning process by creating social relations though the use of different communication channels and strengthens the job satisfaction [16].

Employee job satisfaction is also associated with the *informational support of the organisation* – information provided by the manager or employees to the co-workers in a remote place of work when solving important work-related issues and when having to balance work and family roles [24]. The effectiveness of the remote work is ensured by employees and their mutual communication; however, *instrumental support* is the prerequisite for the remote work that is impossible to attain without the investments of the organisation into technologies (internet access, smart phone, computer, etc.) and other resources necessary to perform the work [14].

Support for setting up the place of work is one of the key aspects of instrumental support. The Theory of Work Adjustment emphasises that a specially set up workplace at home defines the boundaries between the home and work space and influences the employee satisfaction when working remotely [25]. Adequacy of the remote working conditions includes 'physical' elements (e.g. a devoted workplace, essential IT tools) and 'mental' conditions (e.g. distancing from external noise) that have a great impact on employee satisfaction.

Another important aspect of instrumental support pertains to technical support, as information (hardware, software, etc.) and communication (messaging platforms, video conferences, emails, SMSs, etc.) technologies enable the employees working from home to share the information irrespective of the time and space limits and help satisfy the psychological need for interpersonal interaction increasing the job satisfaction [18]. It is noteworthy that IT specialists should maintain the computers, update the software and install antivirus programmes to preserve the integrity and security of the software. It was established that instrumental support leads to a higher employee satisfaction with the remote work seeing that assurance of information and communication technologies reduces employee stress and tension [6].

Last but not least, *support for professional and personal improvement* is an equally important form of organisational support when working remotely that encompasses employee trainings, their recognition, measures employed for stress reduction during work, and various incentives. Knowledge gained in trainings comprise the basis for work efficiency that is directly related to job satisfaction [26, 27].

To ensure that employees are satisfied with the work they perform in an organisation, safe environment, work and family balance, good relations with co-workers and managers, and employee recognition and inclusion in the solving of the most important issues for the organisation as well as creation of suitable conditions for the qualification improvement are required [28]. Seeking to preserve a high level of organisational morale, it is necessary to prepare a plan for the engagement of employees and communication so that they would maintain contacts when working remotely [29]. The employees who perceive a higher level of organisational support tend to be more satisfied with their career and are thus more creative, more engaged with their work and feel more satisfied when working [30]. Career prospects, incentives, communication, recognition, flexible working hours, fair remuneration structure, transparent and open working environment, and involvement in the decision-making – these all are the factors promoting the employee engagement with work, enthusiasm, and job satisfaction [31].

In summary, it can be stated that emotional support (interaction of managers and employees based on empathy and care and creating a positive working environment), informational support (provision of relevant information to the employees on personal life- and work-related issues), instrumental support (provision with the necessary work resources and means), and support for professional and personal improvement of the employees (trainings, recognition) serve as the guarantors of successful remote work leading to employee satisfaction.

Purpose of the article. Disclosing the influence of organisational support on job satisfaction of employees working remotely.

Methods. When exploring the influence of organisational support on job satisfaction of employees working remotely, the following theories were identified as crucial approaches to research:

1. Theory of Work Adjustment that defines the relationship of the individual with their working environment [32]. The Theory of Work Adjustment emphasises that the alignment of employee competences and job demands leads to better performance results. The better the organisation satisfies the employee needs, the higher the likelihood that the employees will be satisfied with the jobs. In the context of remote work, the Theory of Work Adjustment maintains that a specially set up place of work at home defines the boundaries between the home and work space and affects the employee job satisfaction [25].

2. Theory of Work Role Transitions (Nicholson, 1984) that mostly focuses on the change of the occupation status, mobility within or between the organisation

and adaptation of the individual to changes at work [33]. Adaptation includes the ability to adapt to new requirements and circumstances while acquiring new skills – adaptation and skill development at their own initiative considering the needs, experience and proactiveness.

3. Authors of the Organisational Support Theory, Eisenberger, Huntington, Hutchison, and Sowa (1986), treat the organisational support as the concern of the organisation with employee wellbeing and appreciation of the work performed by them. By providing the employees with resources, an organisation encourages them to help the organisation attain the set objectives when both social and emotional needs of the employees are satisfied [34].

4. Telework Satisfaction Theory that is linked with the positive emotional response of employees to remote work. The theory is oriented to remote work aspects (e.g., social support, IT equipment) and their effect on job satisfaction of employees working remotely. Here, the focus is on employee job satisfaction under conditions of remote working rather than overall job satisfaction [35].

Seeking to assess the influence of organisational support on the job satisfaction of employees, a *quantitative research strategy* was selected. *Questionnaire survey* was selected as the source data collection method for the attainment of the research objective. The research sample was built invoking *non-probability target sampling*, where the selection criterion applied was the requirement that employees should be working remotely. *Target group of the research* – employees working remotely under flexible conditions of work in Lithuania. In total, 189 respondents have been surveyed.

Seeking to investigate the influence of the organisational support on job satisfaction of employees working remotely, assessment methodology was prepared comprising 7 diagnostic blocks:

- experience of working from home (Q1–Q3) – criterion for the first diagnostic block (remote working experience);

- criterion for the second diagnostic block (emotional support of the organisation) is comprised of two indicators aimed at identifying the emotional support provided by managers and co-workers to employees working remotely (Q4A1–Q4A8);

- the criterion for the third diagnostic block (informational support of the organisation) also comprises two indicators intended to reveal the information assistance provided by managers and co-workers when working remotely (Q4A9–Q4A15);

- the fourth diagnostic block (instrumental support of the organisation) covering two criteria – support for setting up a workplace at home and technical support – aims at determining the support received by the employee from the organisation for setting up a place of work (monetary compensation, means and tools required for the workplace etc.) and technical support necessary for performing the work tasks (computer, computer maintenance, software, data security) (Q4A16–Q4A29);

- the fifth diagnostic block (support for professional and personal improvement) covers two criteria as well – trainings and recognition (appreciation) – directed at finding out how much the organisation invests in employee training and improvement and whether they are appreciated and valued while working remotely (Q4A30–Q4A37);

- the sixth diagnostic block (job satisfaction) is comprised of three criteria – environmental satisfaction, conscientious satisfaction, and volitional satisfaction – aimed at establishing the level of employee satisfaction with the remote working conditions (Q4A38–Q4A50);

- the seventh diagnostic block (sociodemographic characteristics) enables identifying the age, sex, and primary activity and size of the organisation in which the respondents participating in the survey are employed (Q5–Q8).

Results. The research findings revealed that the majority of respondents surveyed (64 %) worked remotely up to 40 hours per week, i.e. less than the customary full working day – up to 8 hours daily on average. The survey also revealed that 23 % of respondents worked from home for 40–45 hours weekly, suggesting that they worked the customary hours or spent slightly more time on breaks. Only 7% of those surveyed indicated that they worked 46–50 hours weekly and 5 % – more than 50 hours weekly, allowing for concluding that 12 % of the respondents surveyed worked overtime. Furthermore, it was determined that 43 % of respondents were employed in large organisations with more than 250 employees, whereas 32 % were employed by medium-sized organisations (50–249 people), and the remaining 25 % noted that they worked in small organisations with up to 50 employees.

Seeking to determine the influence of organisational support on job satisfaction of employees working remotely, dependence between different forms of organisational support (emotional, informational, instrumental support, and support for professional and personal improvement) and job satisfaction was sought. Canonical correlation method was invoked to identify such relationships.

Canonical correlation is the continuation of pairwise and multiple regression. Multiple correlation and regression method can be used to explore the relationship between one factor and several other factors. However, these methods do not allow for examination of mutual interaction between two factor groups, each of which comprises two or more factors. Canonical correlation allows identifying maximum correlations between the factors in two groups [36]. The main parameters of this method are *canonical correlation coefficient and canonical variables*.

Two variables are described by factors $X_1, X_2, ..., X_n$ *ir* $Y_1, Y_2, ..., Y_m$. As already mentioned, mutual relationship of both groups cannot be established by way of pairwise or multiple correlation coefficients. When applying the canonical correlation method, linear combinations of factors in each group are built: $U = k_1X_1 + k_2X_2 + ... + k_nX_n$ *ir* $V = p_1Y_1 + p_2Y_2 + ... + p_mY_m$. Such values of canonical weights k_i and p_j are found under which the multiple correlation coefficient r_{UV} between the canonical factors U and V is maximal. The resulting correlation coefficient r_{UV} is called the canonical correlation coefficient and its value shows the strength of relationship between the two groups of factors under consideration. If factor values X_i and Y_j are standardised, then *canonical weights* k_i and p_j show the strength of the effect of the appropriate factors X_i and Y_j on the canonical factors U and V.

Canonical weights k_i *and* p_j *have the same meaning as regression equation coefficients*. If factors are stan-

dardised, absolute values of canonical weights do not exceed 1. Thus, their significance manifests through mutual comparison of absolute values. Seeing that canonical factors U and V have a summarised meaning and are used to determine the strength of relationships between groups, the expressions of their canonical weights are examined in scientific literature only in consideration of absolute values of these weights [36].

Strength of relationships between separate forms of organisational support and job satisfaction is evaluated considering the value of the correlation coefficient r (Table 1).

The relationship between two independent variables was evaluated based on Spearman's rank correlation, considering the correlation coefficient and empirical standard deviation. Statistical solutions were considered as statistically significant, when the probability of statistical bias $p < 0.05$; however, in practical calculations, biases were found to be substantially lower.

Statistically significant results obtained allow assessing the connections between the organisational support and job satisfaction (Table 2).

Based on the correlation analysis results showing the overall approach of respondents, it can be stated that the organisational support is related to job satisfaction of employees. This is confirmed by a very strong statistically significant positive relationship established between *organisational support and job satisfaction* ($r = 0.93$; $p \approx 0.000000$): as the organisational support to employees working remotely increases, they will feel greater job satisfaction.

Analysis of the connection between the organisational support and job satisfaction suggests that *support for professional and personal improvement of employees* provided by the organisation has a very strong positive effect satisfaction of employees with remote working ($r = 0.90$; $p \approx 0.000000$). Thus, the more opportunities the organisation provides to the employees to improve in their professional and personal endeavours, the higher satisfaction is felt by the employees when working remotely.

Table 1

Empirical values of r [37]

r value	Interpretation
From 0.9 to 1.0	Very strong correlation
From 0.7 to 0.89	Strong correlation
From 0.40 to 0.69	Moderate correlation
From 0.10 to 0.39	Weak correlation
From 0.00 to 0.10	Negligible correlation

Table 2

Matrix of correlations (r) of organisational support and job satisfaction

	Job satisfaction
Organisational support	0.93*
Emotional support	0.84*
Informational support	0.82*
Instrumental support	0.71*
Support for professional and personal improvement	0.90*

* $p < 0.05$

Seeking to assess the *influence of support for professional and personal improvement of employees* provided by the organisation *on employee job satisfaction*, a regression equation was compiled. The regression equation shows how the subvariables of an independent variable – support for professional and personal improvement of employees might explain the dependant variable – job satisfaction. The regression equation between groups is as follows

$$0.01Q4A30 - 0Q4A31 + 0.24Q4A32 + 0.30Q4A33 + 0.10Q4A34 + 0.05Q4A35 + 0.27Q4A36 + 0.22Q4A37 = 0.30Q4A38 + 0.12Q4A39 + 0.18Q4A40 + 0.38Q4A41 + 0.10Q4A42 + 0.03Q4A43 + 0.09Q4A44 - 0.05Q4A45 + 0.06Q4A46 + 0.07Q4A47 - 0.14Q4A48 + 0.11A49-0.05A50.$$

The regression equation coefficient suggests that the influence of support for professional and personal improvement of employees on job satisfaction manifests the strongest through recognition (appreciation) – "*feedback regularly provided by the manager about the work done by the employee*" (0.30), "*respect and recognition is felt from colleagues*" (0.30); while the weakest, through "*opportunity provided by the employer to take part in trainings on remote work planning and proceeding*" (0).

Analysis of correlations between individual forms of organisational support and job satisfaction highlights the fact that *emotional* support has a strong effect on employee job satisfaction ($r = 0.84$; $p \approx 0.000000$).

The regression equation shows how a dependant variable – job satisfaction – could be explained by the subvariables of an independent variable – emotional support

$$0.09Q4A1 + 0.13Q4A2 + 0.08Q4A4 + 0.2Q4A5 + 0.01Q4A6 + 0.2Q4A7 + 0.54Q4A7 + 0.04Q4A8 = 0.27Q4A38 + 0.24Q4A39 - 0.13Q4A40 + 0.59Q4A41 - 0.09Q4A42 + 0.11Q4A43 + 0.29Q4A44 - 0.24Q4A45 + 0.01Q4A46 + 0.06Q4A47 + 0Q4A48 + 0A49 + 0.01A50.$$

The regression equation coefficient confirms that the influence of emotional support on job satisfaction manifests the strongest through co-workers' support – "*friendliness and helpfulness of co-workers*" (0.54), and the least through "*colleagues' readiness to help solve the problems associated with remote working*" (0).

Furthermore, it can be stated that *informational support* also has a strong influence on employee job satisfaction ($r = 0.82$; $p \approx 0.000000$).

Seeking to assess the influence on *informational support* of the organisation of employee job satisfaction, a regression equation was compiled, showing how a dependant variable – job satisfaction – could be explained by the subvariables of an independent variable – informational support

$$0.16Q4A9 + 0.06Q4A10 + 0.18Q4A11 + 0.20Q4A12 + \\ + 0.38Q4A13 + 0.11Q4A14 + 0.07Q4A15 = \\ = 0.41Q4A38 + 0.06Q4A39 - 0.02Q4A40 + \\ + 0.38Q4A41 - 0.12Q4A42 + 0.13Q4A43 + \\ + 0.21Q4A44 - 0.03Q4A45 + 0.02Q4A46 + \\ + 0.02Q4A47 + 0.13Q4A48 - 0.10A49 + 0.11A50. \quad (1)$$

As suggested by the regression equation coefficients (1), the influence of *informational support* on employee job satisfaction manifests the strongest through the support provided by the co-workers – "*in case any issues arise concerning the remote work, employees can always contact their colleagues*" (0.38) and the manager's support– "*the manager constantly consults the employees on questions arising to them concerning the remote work*" (0.20).

Instrumental support has a slightly weaker effect on employee job satisfaction, compared to other forms of organisational support; however, it is also strong ($r = 0.71$; $p \approx 0.000000$).

The regression equation shows how a dependant variable – job satisfaction – could be explained by the subvariables of an independent variable – *instrumental support*

$$0.17Q4A16 + 0.13Q4A17 - 0.04Q4A18 - \\ - 0.06Q4A19 + 0.02Q4A20 + 0.08Q4A21 - \\ - 0.09Q4A22 - 0.12Q4A23 + 0.08Q4A24 + \\ + 0.62Q4A25 + 0.13Q4A26 - 0.02Q4A27 + \\ + 0.13Q4A28 + 0.08Q4A29 = \\ = 0.22Q4A38 + 0.32Q4A39 + 0.12Q4A40 + \\ + 0.04Q4A41 - 0.12Q4A42 - 0.12Q4A43 + \\ + 0.13Q4A44 - 0.16Q4A45 + 0.37Q4A46 - \\ - 0.13Q4A47 + 0.07Q4A48 + 0.01A49 + 0.13A50.$$

It can be seen from the regression equation that the *influence of instrumental support* on employee job satisfaction manifests the strongest through "*all necessary technical assistance received from the organisation*" (*technical support*) (0.62).

Next, seeking to identify the influence of organisational support forms on individual dimensions of job satisfaction, a correlation coefficient between separate forms of organisational support and different job satisfaction dimensions was determined. Table 3 presents the canonical correlation of separate forms of organisational support and different job satisfaction dimensions.

Statistical analysis of the data highlights that *organisational support has a very strong effect* on *environmental satisfaction* as one of the dimensions of employee job satisfaction. This is shown by a high correlation coefficient between organisational support (A1–A37) and environmental satisfaction (A38–A42) ($r = 0.92$; $p \approx 0.000000$).

The analysis of the survey data confirms that *environmental satisfaction*, compared to other forms of organisational support, is determined the strongest by the *support for professional and personal improvement* ($r = 0.89$; $p \approx 0.000000$) (Table 3). This allows concluding that opportunities for improvement created by the organisation allow the employees to feel a greater environmental satisfaction.

Table 3

Canonical correlation between organisational support forms and job satisfaction dimensions

	Job satisfaction (0.93*)		
	Environmental satisfaction	Conscientious satisfaction	Volitional satisfaction
Organisational support	0.92*	0.79*	0.79*
Emotional support	0.82*	0.66*	0.65*
Information support	0.79*	0.68*	0.65*
Instrumental support	0.67*	0.65*	0.60*
Support for professional and personal improvement	0.89*	0.70*	0.68*

* $p < 0.05$

Ranking of results confirms that the strong connection between the support for professional and personal improvement and environmental satisfaction is *greatly affected by employee recognition (appreciation)* (Table 4). Canonical value suggests that environmental satisfaction of employees is significantly influenced by regular feedback provided by the manager (0.35), feeling of appreciation when working remotely (0.24), and respect and recognition among colleagues (0.23).

It is obvious (Table 3) that support for professional and personal improvement is a strong determinant of conscientious satisfaction of employees ($r = 0.70$; $p \approx 0.000000$) and moderately affects the volitional satisfaction ($r = 0.68$; $p \approx 0.000000$). This allows stating that support for professional and personal improvement is one of the key forms of organisational support leading to employee job satisfaction when working remotely.

Conclusions. The research showed that the job satisfaction of employees who work under flexible working conditions – remotely – is influenced by organisational support. A strong positive relationship established between the mentioned criteria suggests the importance of organisational support for the conditions of work, health, and professional wellbeing of employees. Thus, the quantitative research findings allow validating the conclusions of an earlier study, stating that organisational support is positively related to employee job satisfaction when working remotely and elevates the interrelations of employees to a higher level creating the sense of unity when dealing with challenges that arise in remote work [38]. The research findings revealed that job satisfaction of employees working remotely was very strongly influenced by one of the organisational support forms – namely, support for professional and personal improvement of employees. It was identified that one of the elements of this support form – recognition (appreciation) of employees that manifests through feedback provided by the manager about employee performance and respect and recognition among colleagues – had the strongest influence on job satisfaction of employees.

Table 4

Canonical correlation between the support for professional and personal improvement and environmental satisfaction

Support	Statements	Canonical value (weight)	*r* (between the support for professional and personal improvement and environmental satisfaction)
Trainings	I took part in trainings organised by the employer about the remote work organisation by way of videoconferencing (*Zoom*, Microsoft *Teams* etc.)	0.010118	0.89*
	The employer enables me to take part in the trainings about planning and proceeding of remote work (e.g. about occupational safety and health assurance, time planning etc.)	–0.021760	
	I am provided opportunities to improve my qualification by taking part in trainings, seminars or other activities	0.245370	
Recognition (appreciation)	The manager provides regular feedback about the work done by me	0.356760	
	The manager appreciates my contribution to the attainment of organisational objectives	0.072659	
	I am appropriately compensated for my efforts when working from home	0.075903	
	I feel respect and recognition from my colleagues	0.237614	
	I feel appreciated when working remotely	0.248406	

* $p < 0.05$

This allows stating that with employees working remotely much attention should be paid to trainings, qualification improvement, providing feedback to employees, appreciation of their work, and motivation. Results of the empirical research confirmed the conclusions of the study [39] suggesting that the higher the perceived organisational support by employees in the area of qualification improvement, the higher is their satisfaction with job. The research determined that the satisfaction of employees with remote work was affected by emotional and information support. Influence of emotional support on employee satisfaction manifested the strongest through co-workers' support – their mutual friendliness and helpfulness and the least through co-workers' willingness to help solve the problems arising when working remotely. Influence of informational support on the job satisfaction of employees manifested the strongest through support provided by co-workers, when employees could always apply to colleagues should any questions arise concerning remote work, whereas the least effect was found due to the manager's sharing of information that was relevant when working remotely. The research confirmed that the assistance provided by the direct supervisor to the employees when dealing with professional, work and personal life balancing issues led to employee job satisfaction [14].

Although instrumental support had a lesser effect on environmental satisfaction of employees, compared to other forms of organisational support, its influence on job satisfaction manifested the strongest through technical support provided by the organisation – maintenance of computer and other equipment that is particularly important when working remotely. It was determined that hardware provided by the employer and necessary for remote work as well as monitoring and control at the place of work by invoking modern software had the least influence on employee job satisfaction. The research findings allow stating and simultaneously validate the empirical insights of the supporters of Work Adjustment Theory maintaining that a suitable set up place of work at home affects the satisfaction of employees with remote work [25]. It is noteworthy that employers who organise work remotely and use a mixed (hybrid) way, where some of the time employees work from home and the rest of the time – from their customary place of work, have to ensure a place of work of the appropriate quality as well as provide the people with the means necessary for work, such as a desk, office supplies, camera, computer, and applications and provide the hardware maintenance services. Furthermore, they have to ensure the access to information for the employees and enable them to work efficiently remotely. All these aspects are inseparable from job satisfaction.

The quantitative research findings showed that the employers have to respond proactively to two challenges when organising the work remotely. First, they have to invest in strengthening of mutual communication of the employees when using digital communication platforms that ensure comfortable conditions of work at home, compensate the associated expenses, provide distance IT assistance to the employees at the time convenient to them, implement the cybersecurity measures and trainings, and provide consistent and constructive feedback, strengthening employee motivation and job satisfaction. Second, as work and virtual communication intensify, the employees are exposed to psychosocial risk having a detrimental effect on employee health and professional wellbeing, i.e. they experience constant stress and cognitive overload. As shown by different studies [31, 40], remote work affects mental health of employees, causes

various somatic symptoms and leads to psychosomatic tension. Thus, forward-looking insights for employers would be to apply the best organisational practices of remote work, invest into reliable technological infrastructure and foster a constantly changing work culture to help the employees discover the balance between health and efficiency and mitigate the psychosocial risks at work.

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Задоволеність роботою дистанційно працюючих співробітників: роль організаційної підтримки

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Мета. Виявити вплив організаційної підтримки на задоволеність роботою працівників, які працюють віддалено.

Методика. З метою дослідження впливу організаційної підтримки на задоволеність роботою працівників, які працюють дистанційно, було проведено кількісне дослідження, що базується на таких теоріях: теорія адаптації до праці (*Theory of Work Adjustment*), теорія переходів у робочих ролях (*Theory of Work Role Transitions*), теорія організаційної підтримки (*Organizational Support Theory*) та теорія задоволеності дистанційною роботою (*Telework Satisfaction Theory*). Для досягнення мети дослідження був обраний метод збору первинних даних – анкетне опитування. Вибірка формувалась за принципом цільової випадкової вибірки. Цільова сукупність дослідження – працівники в Литві, які працюють віддалено. Для аналізу впливу організаційної підтримки на задоволеність працівників роботою були застосовані методи аналізу й синтезу, що дозволили розділити досліджуване явище на окремі компоненти – форми організаційної підтримки й субвиміри задоволеності роботою в контексті віддаленої роботи. Для оцінки залежності між окремими формами підтримки (емоційною, інформаційною, інструментальною та підтримкою професійного розвитку) й задоволеністю роботою був проведений канонічний кореляційний аналіз.

Результати. Результати дослідження показали, що існує сильний позитивний зв'язок між організаційною підтримкою й задоволеністю працівників, які працюють віддалено. Особливо значущою виявилася підтримка, спрямована на професійний та особистісний розвиток працівників, ключовим елементом якої є визнання працівника. Зворотний зв'язок від керівника, повага й визнання колег мають найбільший вплив на задоволеність роботою. Також важливою є емоційна підтримка, що проявляється через дружні й підтримуючі стосунки між колегами. Інформаційна підтримка є цінною, оскільки працівники мають змогу звертатися до колег за допомогою у випадку виникнення запитань щодо віддаленої роботи. Крім того, інструментальна підтримка – технічна допомога та обслуговування робочого обладнання – має вагомий вплив на задоволення працівників, що особливо актуально в умовах дистанційної праці.

Наукова новизна. У дослідженні встановлено вплив організаційної підтримки на задоволеність працею співробітників, які працюють дистанційно. Доведено, що різні форми організаційної підтримки – емоційна, інформаційна, інструментальна та підтримка професійного розвитку – по-різному впливають не лише на загальну задоволеність працею, але й на окремі її підвиміри.

Практична значимість. У роботі досліджується вплив організаційної підтримки на задоволеність роботою співробітників, які працюють дистанційно, що є особливо актуальним у контексті стрімких змін сучасного робочого середовища та зростаючого поширення віддалених форм зайнятості. Отримані результати можуть бути використані для підвищення продуктивності праці, а також для вдосконалення процесу прийняття рішень у сфері управління персоналом в умовах розширення дистанційної роботи.

Ключові слова: *організаційна підтримка, дистанційна робота, задоволеність роботою, добробут працівників*

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