

The Mediating Role of Organizational Support in Remote Work Flexibility and Employee Well-Being Among Home-Based Remote Workers

Rhobi Lyn V. Banal

National University Manila

ABSTRACT

Remote work flexibility is now common, but its effects on employee well-being remain unclear, especially among home-based remote workers. Flexibility may offer benefits, but it does not automatically result in better work-life balance, job satisfaction, or engagement. Thus, in this study, we examine whether perceived organizational support (POS) explains these differences by mediating the relationship between remote work flexibility and the employees' well-being. Grounded in Organizational Support Theory, Social Exchange Theory, and the Job Demands–Resources model, the study treats POS as a global construct reflecting employees' overall belief that their organization values their contributions and cares about their well-being. The research focuses on home-based remote workers in Cebu, Philippines, a growing hub for digitally enabled work within a collectivist and SME-driven environment. Using a quantitative, cross-sectional design, data will be collected through an online survey and analyzed using Hayes' Process macro to test mediation effects across three outcomes: work–life balance, job satisfaction, and employee engagement. The study contributes to the remote work literature by extending the focus beyond flexibility to include perceived organizational support taken as a single, overall support construct. The expected findings aim to guide organizations in designing flexible working arrangements that provide autonomy while ensuring employees feel supported and valued.

Keywords: remote work flexibility; perceived organizational support; employee well-being; remote workers