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Integrating Behavioral Psychology And Ergonomic Frameworks To Evaluate Employee Well-Being In Remote Work Systems

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ABSTRACT

The rapid expansion of remote work systems has transformed organizational structures, employee experiences, and workplace well-being dynamics. While remote work offers flexibility, autonomy, and geographical independence, it simultaneously introduces psychological, ergonomic, and organizational challenges that influence employee well-being. Existing studies have frequently examined either psychological factors such as stress, burnout, job satisfaction, and work–life balance or ergonomic factors related to workplace design and technological infrastructure. However, limited research has integrated behavioral psychology and ergonomic frameworks into a unified analytical model for evaluating employee well-being in remote work systems. This research-review paper develops an integrated conceptual framework that synthesizes behavioral psychology constructs, ergonomic principles, and organizational support mechanisms to evaluate employee well-being comprehensively. Through a systematic review and critical synthesis of existing literature, the study identifies major determinants affecting remote workers, including leadership support, social connectedness, techno-stress, digital self-efficacy, workplace autonomy, monitoring practices, and ergonomic design quality. The paper proposes a multidimensional well-being evaluation framework consisting of psychological, ergonomic, organizational, and technological dimensions. Findings suggest that employee well-being emerges from the interaction between behavioral responses and environmental conditions rather than from isolated workplace variables. The study contributes theoretically by bridging behavioral science and ergonomics and offers practical implications for organizations designing sustainable remote work policies. The proposed framework provides a foundation for future empirical research and evidence-based workplace interventions aimed at improving employee health, productivity, and long-term organizational performance.

KEYWORDS: Remote Work Systems, Employee Well-Being, Behavioral Psychology, Ergonomic Design, Work-Life Balance, Techno-Stress, Remote Leadership, Digital Self-Efficacy, Organizational Support, Hybrid Work

INTRODUCTION

1.1 Background

Remote work has evolved from a niche employment arrangement into a mainstream organizational practice. Accelerated by digital transformation and global disruptions such as the COVID-19 pandemic, organizations across industries increasingly adopted remote and hybrid work models to maintain business continuity while ensuring employee safety (Gifford, 2022). The transition fundamentally altered the traditional workplace by shifting professional activities from centralized office environments to distributed digital ecosystems.

The increasing prevalence of remote work has generated substantial scholarly interest regarding its implications for employee well-being. While remote work provides flexibility, autonomy, reduced commuting time, and enhanced work-life integration, it also introduces psychological pressures including social isolation, emotional exhaustion, work-family conflicts, and techno-stress (Costin et al., 2023; Consiglio et al., 2023). Simultaneously, remote

employees must adapt to varied ergonomic conditions that may not meet occupational health standards traditionally maintained within organizational facilities.

Behavioral psychology provides a valuable lens through which employee experiences can be examined. Psychological well-being is influenced by perceptions, attitudes, motivations, social relationships, self-efficacy beliefs, and behavioral adaptation processes. Remote workers continuously navigate digital communication platforms, virtual collaboration systems, and changing organizational expectations, creating new behavioral patterns that affect satisfaction, engagement, and mental health (Iqbal et al., 2020).

In parallel, ergonomic science emphasizes the interaction between individuals and their work environments. Ergonomic design seeks to optimize workplace conditions to support physical comfort, cognitive functioning, and occupational efficiency. Within remote work settings, employees frequently work in environments that vary significantly in equipment quality, workspace configuration, lighting, noise exposure, and technological support. Consequently, ergonomic deficiencies may contribute to stress, fatigue, musculoskeletal discomfort, and reduced performance.

Although behavioral psychology and ergonomics independently explain important dimensions of employee well-being, contemporary remote work systems require an integrated analytical perspective. Employee experiences are simultaneously shaped by psychological perceptions and environmental conditions. Understanding this interaction is critical for developing sustainable remote work policies that support both organizational objectives and employee welfare.

1.2 Problem Statement

The rapid expansion of remote work has created a complex workplace environment where psychological, technological, and ergonomic factors interact continuously. Existing studies often examine employee well-being through isolated variables such as burnout, job satisfaction, leadership support, or ergonomic conditions. Such fragmented approaches limit understanding of how behavioral and environmental factors jointly influence employee outcomes.

Furthermore, organizations frequently implement remote work policies emphasizing productivity while underestimating psychological adaptation and ergonomic requirements. This imbalance may contribute to declining employee well-being despite apparent operational efficiency. The absence of an integrated framework capable of evaluating both behavioral and ergonomic dimensions represents a significant research gap.

1.3 Research Objectives

This study aims to:

1. Examine psychological determinants influencing employee well-being in remote work systems.
2. Analyze ergonomic factors affecting remote worker experiences and outcomes.
3. Synthesize existing literature to identify interactions between behavioral and environmental variables.
4. Develop an integrated framework for evaluating employee well-being in remote work environments.
5. Provide theoretical and practical recommendations for organizations implementing remote and hybrid work models.

1.4 Research Significance

This study contributes to organizational psychology, occupational health, and human factors research by integrating behavioral and ergonomic perspectives into a unified framework. The findings provide organizations with evidence-based insights for designing remote work systems that promote sustainable employee well-being while supporting productivity and organizational effectiveness.

2. Literature Review

2.1 Evolution of Remote Work Systems

Remote work has experienced unprecedented growth over the past decade. Gifford (2022) argues that remote working has evolved beyond a temporary organizational response and now represents a developing research agenda that requires multidimensional investigation. The widespread adoption of digital technologies has enabled organizations to decentralize operations while maintaining communication and collaboration.

Ozimek (2020) observed that remote workers increasingly demonstrate geographical mobility, altering traditional assumptions regarding workplace location and organizational boundaries. Similarly, Vartiainen and Vanharanta (2024) emphasize that hybrid work arrangements have become a defining feature of contemporary employment systems, blending physical and virtual workspaces.

The transformation of work environments has created new opportunities for flexibility but has simultaneously generated challenges related to supervision, communication, and employee well-being. Consequently, researchers increasingly focus on understanding how remote work influences psychological and organizational outcomes.

2.2 Behavioral Psychology and Employee Well-Being

Behavioral psychology emphasizes the relationship between environmental stimuli, cognitive processes, and behavioral responses. Within remote work settings, employees encounter unique psychological conditions that influence motivation, satisfaction, and mental health.

Buonomo et al. (2024) demonstrated that perceived support from leaders and colleagues significantly enhances employee work-life balance and job satisfaction. Their findings suggest that social support functions as a psychological resource that mitigates workplace stress and promotes positive employee experiences.

Similarly, García-Salirrosas et al. (2023) identified positive spillover effects between work and family domains as important predictors of job satisfaction among remote employees. Their research highlights the role of psychological integration between personal and professional responsibilities.

Job satisfaction remains one of the most important indicators of employee well-being. Carvajal et al. (2021) found that satisfaction levels are influenced by workplace conditions, professional opportunities, and individual perceptions of organizational support. Within remote contexts, satisfaction becomes particularly dependent upon communication quality and managerial effectiveness.

Behavioral theories suggest that individuals interpret workplace experiences through cognitive appraisal mechanisms. Positive perceptions regarding autonomy, competence, and social connectedness contribute to improved psychological outcomes. Conversely, negative appraisals may increase stress, disengagement, and emotional exhaustion.

2.3 Stress, Burnout, and Psychological Health

Remote work environments present distinctive stressors that affect employee mental health. Consiglio et al. (2023) identified techno-stress creators as major contributors to burnout and psychological strain among remote workers. Their findings indicate that constant digital connectivity, technological complexity, and communication overload increase stress levels.

Costin et al. (2023) further demonstrated that remote work burnout is associated with professional stress and emotional exhaustion. Employees often experience blurred boundaries between work and personal life, resulting in extended working hours and reduced recovery opportunities.

Burgard et al. (2013) established a strong relationship between working conditions and depressive symptoms. Although their study predates the widespread adoption of remote work, its findings remain relevant because occupational environments continue to shape psychological outcomes regardless of physical location.

Methodological considerations remain important when evaluating psychological well-being. Yu and Tse (2012) highlighted potential biases associated with cross-sectional research designs, emphasizing the

importance of careful measurement and interpretation of employee well-being indicators. Their observations remain particularly relevant in remote work research where subjective perceptions often constitute primary data sources.

The growing prevalence of mental health challenges among remote employees underscores the need for integrated interventions addressing both organizational practices and individual coping mechanisms.

2.4 Self-Efficacy and Digital Competence

Self-efficacy represents a central construct within behavioral psychology. It refers to an individual's belief in their ability to perform specific tasks successfully. Remote work environments place significant demands on digital competence, technological adaptation, and autonomous problem-solving.

Tramontano et al. (2021) developed and validated the e-Work Self-Efficacy Scale, demonstrating that digital competence significantly influences employee adaptation to remote working conditions. Employees with higher self-efficacy exhibit greater resilience, confidence, and productivity when navigating virtual environments.

Consiglio et al. (2023) similarly identified e-work self-efficacy as a moderating factor reducing the negative effects of techno-stress. Employees who possess strong technological confidence are better equipped to manage digital demands and maintain psychological well-being.

Behavioral psychology suggests that self-efficacy influences motivation, persistence, and emotional regulation. Consequently, organizations that invest in digital training and skill development may strengthen employee well-being while improving organizational performance.

2.5 Leadership and Organizational Support

Leadership quality plays a critical role in shaping remote employee experiences. Meiryani et al. (2022) found that transformational leadership positively influences employee performance during remote work arrangements. Leaders who communicate effectively, provide support, and foster trust contribute to healthier workplace environments.

Buonomo et al. (2024) similarly demonstrated that leader support directly enhances work-life balance and employee satisfaction. Organizational support serves as a psychological safety mechanism that reduces uncertainty and strengthens employee engagement.

Remote work reduces spontaneous interpersonal interactions traditionally available in office settings. Consequently, leadership behaviors become increasingly important for maintaining employee connection, motivation, and organizational commitment.

Research also suggests that supportive organizational cultures help employees manage challenges associated with isolation, workload management, and technological adaptation. These findings indicate that leadership constitutes a critical component of employee well-being frameworks.

2.6 Ergonomic Perspectives on Remote Work

While psychological factors receive substantial attention, ergonomic considerations remain equally important. Ergonomics focuses on optimizing interactions between individuals and work systems to improve safety, comfort, and performance.

Remote employees frequently work in non-standardized environments where organizations have limited control over workstation quality. Factors such as chair design, desk configuration, lighting conditions, screen placement, and ambient noise directly influence employee comfort and health.

Venumuddala and Kamath (2020) emphasized that emerging workplace technologies reshape employee experiences and organizational practices. Their findings suggest that technological environments must be evaluated alongside human behavioral responses.

Furthermore, Li and Wang (2024) demonstrated that supervisory monitoring practices produce both positive and negative outcomes. While monitoring may improve accountability, excessive surveillance can

increase stress and reduce perceived autonomy. From an ergonomic perspective, digital monitoring systems represent environmental variables capable of influencing cognitive and emotional outcomes.

The ergonomic literature increasingly recognizes cognitive ergonomics, which examines mental workload, information processing demands, and human-technology interaction. Remote work environments require continuous engagement with digital systems, making cognitive ergonomics a crucial determinant of employee well-being.

3. METHODOLOGY

3.1 Research Design

This study adopts a research-review methodology supported by conceptual framework development. The objective is not to test a single empirical hypothesis but rather to synthesize existing evidence and construct an integrated model capable of evaluating employee well-being within remote work systems. The methodological approach combines behavioral psychology, ergonomics, organizational behavior, and occupational health perspectives derived exclusively from the selected literature.

The review follows a structured analytical process consisting of four stages. First, relevant constructs associated with employee well-being were identified from the selected studies. Second, these constructs were categorized into psychological, ergonomic, organizational, and technological dimensions. Third, relationships among variables were examined to identify interaction mechanisms. Finally, a multidimensional evaluation framework was developed to explain how behavioral and environmental factors jointly influence remote worker outcomes.

The methodological approach recognizes that employee well-being cannot be accurately measured through a single variable because well-being represents a multidimensional phenomenon involving emotional, cognitive, social, physical, and occupational elements. Consequently, the proposed framework incorporates both subjective and objective indicators.

Consistent with recommendations regarding measurement validity, the framework incorporates methodological considerations highlighted by Kimberlin and Winterstein (2008) concerning reliability and validity of measurement instruments. Additionally, potential research biases identified by Yu and Tse (2012) are acknowledged to improve conceptual rigor and interpretative accuracy.

3.2 Theoretical Foundation

Behavioral Psychology Perspective

Behavioral psychology explains how workplace conditions influence employee attitudes, emotions, and behaviors. In remote work environments, psychological responses emerge from employees' interpretations of organizational support, workload expectations, social interactions, technological demands, and autonomy levels.

Several psychological constructs repeatedly appear throughout the literature:

- Job satisfaction
- Self-efficacy
- Psychological health
- Emotional exhaustion
- Work-life balance
- Employee engagement
- Perceived organizational support

Behavioral theory suggests that positive environmental conditions reinforce adaptive workplace behaviors, while negative conditions generate stress responses and reduced well-being. Employees continuously evaluate workplace experiences through cognitive appraisal processes that influence emotional outcomes and behavioral adaptation.

Buonomo et al. (2024) and García-Salirrosas et al. (2023) demonstrate that perceived support and work-family integration contribute significantly to positive psychological outcomes. Similarly, Tramontano et al. (2021) emphasize self-efficacy as a key predictor of successful adaptation to digital work environments.

Ergonomic Perspective

Ergonomics focuses on optimizing the relationship between individuals and work systems. Traditionally, ergonomic assessments concentrated on physical workplace design. However, contemporary remote work systems require broader consideration of physical, cognitive, and organizational ergonomics.

Physical ergonomics examines:

- Workstation design
- Furniture quality
- Lighting conditions
- Physical comfort
- Musculoskeletal risk factors

Cognitive ergonomics focuses on:

- Information processing demands
- Digital interface usability
- Mental workload
- Technological complexity
- Decision-making efficiency

Organizational ergonomics examines:

- Communication structures
- Workflow design
- Leadership systems
- Team coordination
- Work scheduling

Remote work environments present unique ergonomic challenges because employees operate in diverse settings with varying resources and support structures. Consequently, ergonomic quality directly influences both physical and psychological well-being.

3.3 Integrated Employee Well-Being Evaluation Framework (IEWEF)

Based on literature synthesis, this study proposes the Integrated Employee Well-Being Evaluation Framework (IEWEF).

The framework consists of four interconnected dimensions:

Dimension 1: Psychological Well-Being

This dimension captures employees' emotional and cognitive experiences.

Key indicators include:

- Job satisfaction
- Psychological health
- Emotional stability
- Motivation
- Work engagement
- Stress levels
- Burnout symptoms

Research by Costin et al. (2023) and Consiglio et al. (2023) demonstrates that burnout and techno-stress significantly influence employee outcomes. Therefore, psychological well-being serves as the central outcome variable within the framework.

Dimension 2: Ergonomic Environment Quality

This dimension evaluates physical and cognitive workplace conditions.

Physical indicators include:

- Workspace adequacy
- Seating comfort
- Equipment quality
- Environmental conditions
- Physical fatigue

Cognitive indicators include:

- Digital platform usability
- Information overload
- Monitoring intensity
- Cognitive workload
- Technology adaptation requirements

Poor ergonomic environments increase physical strain and cognitive stress, reducing employee well-being and performance.

Dimension 3: Organizational Support Systems

This dimension assesses organizational practices that influence employee experiences.

Indicators include:

- Leadership support
- Communication quality
- Performance feedback
- Team collaboration
- Organizational trust
- Resource availability

Evidence from Buonomo et al. (2024) and Meiryani et al. (2022) suggests that supportive leadership significantly enhances employee well-being and organizational outcomes.

Dimension 4: Technological Adaptation Capacity

Remote work relies heavily on digital infrastructure.

Indicators include:

- Digital competence
- E-work self-efficacy
- Technology acceptance
- System accessibility
- Remote collaboration effectiveness

Tramontano et al. (2021) demonstrate that employees possessing higher levels of digital self-efficacy adapt more effectively to remote work environments and experience lower levels of stress.

3.4 Conceptual Relationships Among Framework Components

The proposed framework assumes that employee well-being emerges through interactions among all four dimensions.

Relationship A:

Organizational Support → Psychological Well-Being

Supportive leadership, effective communication, and organizational trust improve employee satisfaction and reduce stress.

Relationship B:

Ergonomic Quality → Psychological Well-Being

Comfortable and efficient work environments reduce fatigue and cognitive strain while enhancing productivity and engagement.

Relationship C:

Technological Adaptation → Psychological Well-Being

Employees with stronger digital skills experience greater confidence and reduced technology-related anxiety.

Relationship D:

Organizational Support → Technological Adaptation

Organizations that provide training and technological resources strengthen employee digital competence.

Relationship E:

Ergonomic Quality → Technological Adaptation

User-friendly technological environments facilitate smoother adaptation and reduce cognitive burden.

Relationship F:

Combined Effects → Sustainable Well-Being

Sustainable well-being emerges when psychological, ergonomic, organizational, and technological dimensions function synergistically rather than independently.

3.5 Framework Variables

Independent Variables

The framework identifies the following independent variables:

Organizational Factors

- Leadership support
- Team collaboration
- Organizational communication
- Trust
- Performance management

Ergonomic Factors

- Workspace design
- Equipment adequacy
- Physical comfort
- Cognitive workload
- Environmental quality

Technological Factors

- Digital competency
- System usability
- Monitoring practices
- Communication technology quality

Mediating Variables

Several variables mediate relationships between workplace conditions and well-being outcomes:

- Work-life balance
- Self-efficacy
- Employee engagement
- Perceived support
- Job satisfaction

Research indicates that these variables explain how organizational and environmental conditions influence psychological outcomes.

Dependent Variables

The primary dependent variables include:

- Employee well-being
- Psychological health
- Burnout levels
- Emotional exhaustion
- Workplace satisfaction
- Productivity

These variables collectively represent the overall effectiveness of remote work systems.

3.6 Measurement Architecture

The proposed framework recommends evaluating employee well-being through a multidimensional scoring architecture.

Psychological Domain

Measures:

- Satisfaction scales
- Stress indicators
- Emotional exhaustion metrics
- Well-being assessments

Ergonomic Domain

Measures:

- Physical comfort ratings
- Workspace adequacy assessments
- Cognitive workload scales
- Technology usability scores

Organizational Domain

Measures:

- Leadership effectiveness
- Communication quality
- Support perception scales
- Collaboration assessments

Technological Domain

Measures:

- Digital competence scores
- Self-efficacy scales
- Technology acceptance ratings
- System effectiveness indicators

The use of validated measurement instruments is essential to ensure reliability and validity, consistent with recommendations by Kimberlin and Winterstein (2008).

3.7 Bias Control and Methodological Considerations

Employee well-being research frequently relies on self-reported perceptions, creating potential risks associated with response bias, common method variance, and subjective interpretation.

Yu and Tse (2012) emphasize that cross-sectional research designs are particularly vulnerable to several forms of bias, including selection bias and information bias. These concerns are highly relevant in remote work research because employee experiences often vary across industries, organizational cultures, and demographic groups.

To strengthen future empirical applications of the proposed framework, researchers should:

- Use longitudinal designs where possible.
- Combine subjective and objective indicators.
- Incorporate multiple organizational contexts.
- Employ validated measurement instruments.
- Control for demographic and occupational differences.

These methodological precautions enhance research credibility and improve the practical applicability of findings.

3.8 Proposed Integrated Remote Work Well-Being Model

The final model can be represented conceptually as:

Organizational Support
+
Ergonomic Environment
+
Technological Adaptation
↓
Self-Efficacy & Work-Life Balance
↓
Job Satisfaction & Employee Engagement
↓
Psychological Well-Being
↓
Sustainable Remote Work Performance

The model proposes that employee well-being is not determined by a single workplace characteristic but rather by interactions among organizational, psychological, technological, and ergonomic factors.

This integrated perspective addresses limitations within existing literature that often examines these variables independently. By combining behavioral psychology and ergonomic frameworks, the model offers a more comprehensive explanation of employee experiences within contemporary remote work systems.

4. Results / Findings

4.1 Overview of Synthesized Findings

The literature synthesis reveals that employee well-being in remote work systems is shaped by the interaction of psychological, ergonomic, organizational, and technological factors rather than any single determinant. Across the reviewed studies, four recurring themes emerged: organizational support, work-life balance, digital self-efficacy, and

ergonomic adequacy. These themes consistently influenced job satisfaction, productivity, engagement, and psychological health.

The analysis indicates that remote work can improve employee well-being when workers experience autonomy, flexibility, and supportive leadership. However, these benefits diminish when employees encounter inadequate home workspaces, excessive digital monitoring, communication overload, or weak organizational support structures. Therefore, employee outcomes depend less on remote work itself and more on how remote work systems are designed and managed.

4.2 Psychological Outcomes

The reviewed literature consistently identifies job satisfaction and work-life balance as primary indicators of positive well-being. Buonomo et al. (2024) and García-Salirrosas et al. (2023) found that supportive workplace relationships and positive work-family interactions significantly improve employee satisfaction. Employees who perceive higher levels of support from supervisors and colleagues report lower stress levels and greater psychological resilience.

Conversely, burnout, emotional exhaustion, and depressive symptoms emerge as major risks. Costin et al. (2023) demonstrated that prolonged remote work can contribute to emotional fatigue, particularly when employees struggle to maintain boundaries between personal and professional responsibilities. Burgard et al. (2013) similarly established a relationship between unfavorable working conditions and adverse psychological outcomes.

The findings suggest that remote work environments must be evaluated not only according to productivity metrics but also according to their psychological sustainability.

4.3 Role of Ergonomic Conditions

Ergonomic quality emerged as a critical but frequently underestimated determinant of well-being. Employees working in physically unsuitable environments reported greater fatigue, discomfort, and cognitive strain. Although many organizations successfully implemented digital infrastructure, fewer addressed physical workplace requirements.

The literature suggests that ergonomic deficiencies indirectly affect psychological well-being by increasing stress and reducing comfort. Poor workstation design, inadequate equipment, and unsuitable environmental conditions contribute to cumulative strain that may eventually affect employee engagement and satisfaction.

Furthermore, cognitive ergonomics plays a significant role in remote work systems. Employees continuously interact with communication platforms, collaborative software, and monitoring systems. Excessive cognitive demands generated by these technologies may increase mental workload and reduce overall well-being.

4.4 Impact of Technology and Self-Efficacy

Technological adaptation represents one of the strongest predictors of successful remote work experiences. Tramontano et al. (2021) found that employees with higher e-work self-efficacy demonstrate greater confidence and lower stress when operating in digital environments. Similarly, Consiglio et al. (2023) reported that self-efficacy moderates the negative effects of techno-stress.

Employees possessing strong digital competencies adapt more effectively to virtual communication, collaborative technologies, and autonomous work arrangements. In contrast, individuals with limited technological confidence experience increased frustration, anxiety, and performance difficulties.

The findings indicate that technological competence functions as both a protective factor and a performance enabler within remote work systems.

4.5 Organizational Factors

Leadership support emerged as one of the most influential organizational variables. Studies consistently demonstrate that supportive leaders enhance employee well-being by promoting communication, trust, and resource availability. Transformational leadership practices improve employee motivation and engagement while reducing

uncertainty in virtual work environments (Meiryani et al., 2022).

The literature also suggests that organizational communication quality directly affects employee experiences. Remote workers depend heavily on digital communication channels, making clarity, responsiveness, and transparency essential for maintaining psychological well-being.

Overall, the synthesized evidence supports the proposition that sustainable employee well-being requires coordinated organizational, technological, and ergonomic interventions.

5. Discussion

The findings support the central proposition of this study that employee well-being in remote work systems is multidimensional and cannot be adequately explained through isolated psychological or ergonomic variables. Existing research frequently examines remote work through singular constructs such as productivity, burnout, or job satisfaction. However, the evidence reviewed here demonstrates that employee experiences emerge from interactions among organizational support systems, technological capabilities, ergonomic conditions, and psychological adaptation processes.

From a behavioral psychology perspective, employees continuously interpret workplace experiences through cognitive and emotional mechanisms. Perceived support, autonomy, competence, and social connection influence job satisfaction and well-being. The findings of Buonomo et al. (2024), García-Salirrosas et al. (2023), and Tramontano et al. (2021) collectively indicate that positive psychological outcomes depend upon both environmental resources and individual capabilities.

The ergonomic perspective expands this understanding by highlighting the importance of workplace design and human-technology interaction. Remote employees no longer operate within standardized organizational environments. Instead, they work across diverse physical and digital contexts that significantly influence comfort, performance, and mental health. Consequently, ergonomic quality should be considered a strategic organizational investment rather than a secondary operational concern.

The study also identifies a significant interaction between technological adaptation and psychological well-being. Employees with stronger digital competencies experience lower techno-stress and higher confidence when navigating remote work demands. This finding reinforces the importance of training initiatives and digital literacy programs as organizational well-being interventions.

Several practical implications emerge from the proposed framework. First, organizations should adopt multidimensional well-being assessment systems rather than relying exclusively on productivity indicators. Second, leadership development programs should emphasize virtual communication, emotional intelligence, and employee support. Third, organizations should provide ergonomic guidance and resources to remote employees. Fourth, digital self-efficacy development should become a strategic component of workforce development programs.

Despite its contributions, this study possesses several limitations. The framework is conceptually derived from existing literature rather than empirical testing. Future studies should validate the proposed model using quantitative and longitudinal research designs. Additionally, many remote work studies rely on self-reported data, creating potential measurement limitations. As highlighted by Yu and Tse (2012), researchers must carefully address methodological biases when evaluating subjective well-being outcomes. Future investigations should incorporate objective performance indicators alongside psychological assessments to strengthen validity.

Overall, the findings support the argument that sustainable remote work systems require integrated management strategies that simultaneously address behavioral, ergonomic, technological, and organizational dimensions.

6. Conclusion

Remote work has become a defining characteristic of modern employment systems, creating both opportunities and challenges for employee well-being.

This research-review study examined the intersection of behavioral psychology and ergonomics to develop a comprehensive framework for evaluating employee well-being in remote work environments.

The literature indicates that employee well-being is influenced by a complex interaction among organizational support, ergonomic quality, technological adaptation, and psychological processes. Job satisfaction, work-life balance, digital self-efficacy, leadership support, and environmental comfort emerged as particularly significant determinants of positive employee outcomes. Conversely, burnout, techno-stress, emotional exhaustion, and poor workplace design represent major risks that can undermine employee health and organizational effectiveness.

The proposed Integrated Employee Well-Being Evaluation Framework contributes to existing scholarship by combining behavioral and ergonomic perspectives into a unified analytical model. Unlike traditional approaches that examine isolated variables, the framework recognizes employee well-being as a multidimensional phenomenon shaped by continuous interactions among workplace systems and individual behaviors.

From a practical standpoint, organizations should design remote work policies that extend beyond productivity measurement and incorporate employee-centered well-being strategies. Investments in leadership development, ergonomic support, digital competency training, and organizational communication systems can significantly enhance employee experiences and long-term organizational sustainability.

Future research should empirically test the framework across different industries, organizational contexts, and cultural environments. Longitudinal investigations may further clarify causal relationships among psychological, ergonomic, and technological variables. As remote and hybrid work arrangements continue to evolve, integrated well-being models will become increasingly important for supporting healthy, productive, and resilient workforces.

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