

# Performance of Remote Workers A Job-Demand-Resources Theory Perspective

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## BACKGROUND

- While remote work (RW) has become increasingly common, its impact on employee performance remains unclear. Some studies suggest positive effects, others report no or even negative associations (e.g., Gajendran et al., 2024). These mixed findings point to a need for deeper insight into how and when RW influences performance.
- To address this, we examine key mechanisms—both well-studied (but often with inadequate measures) and novel—that may help explain the link between remote work intensity (RWI) and performance. Guided by the Job Demands-Resources model (Bakker & Demerouti, 2016), we explore how RWI shapes employees' experiences through varying demands and resources.
- Importantly, we distinguish between two facets of performance: task performance (core job duties) and contextual performance (extra-role behaviors like helping and taking initiative). By clarifying the working mechanisms behind RW's effects, we aim to support organizations and employees in fostering more effective remote work practices.

## METHODS

- Longitudinal data, using 2 measurement points of an ongoing study
- Self-reported via online survey
- Swiss employees in hybrid or remote settings
- N=1150 (T1) and N=674 (T2)

## MEASURES

- Autonomy; 4 items (Chiniara & Bentein, 2016)
- Social support; Supervisor & Coworker; 2x 4 items (Zimet, et al., 1988)
- Feedback; 3 items (Morgeson & Humphrey, 2006)
- Role ambiguity; 3 items (Bowling et al., 2017)
- Interruptions; Intrusions and distractions; 2x3 items (Wilkes et al., 2018)
- Communication difficulties; 3 items (adapted from Jian et al., 2014)
- Performance measures; 13 items (Staufenbiel & Hartz, 2000)

## RESULTS

### LEGEND

- Sig.
- ⋯ Not sig.
- 😊 Resources
- 😡 Demands

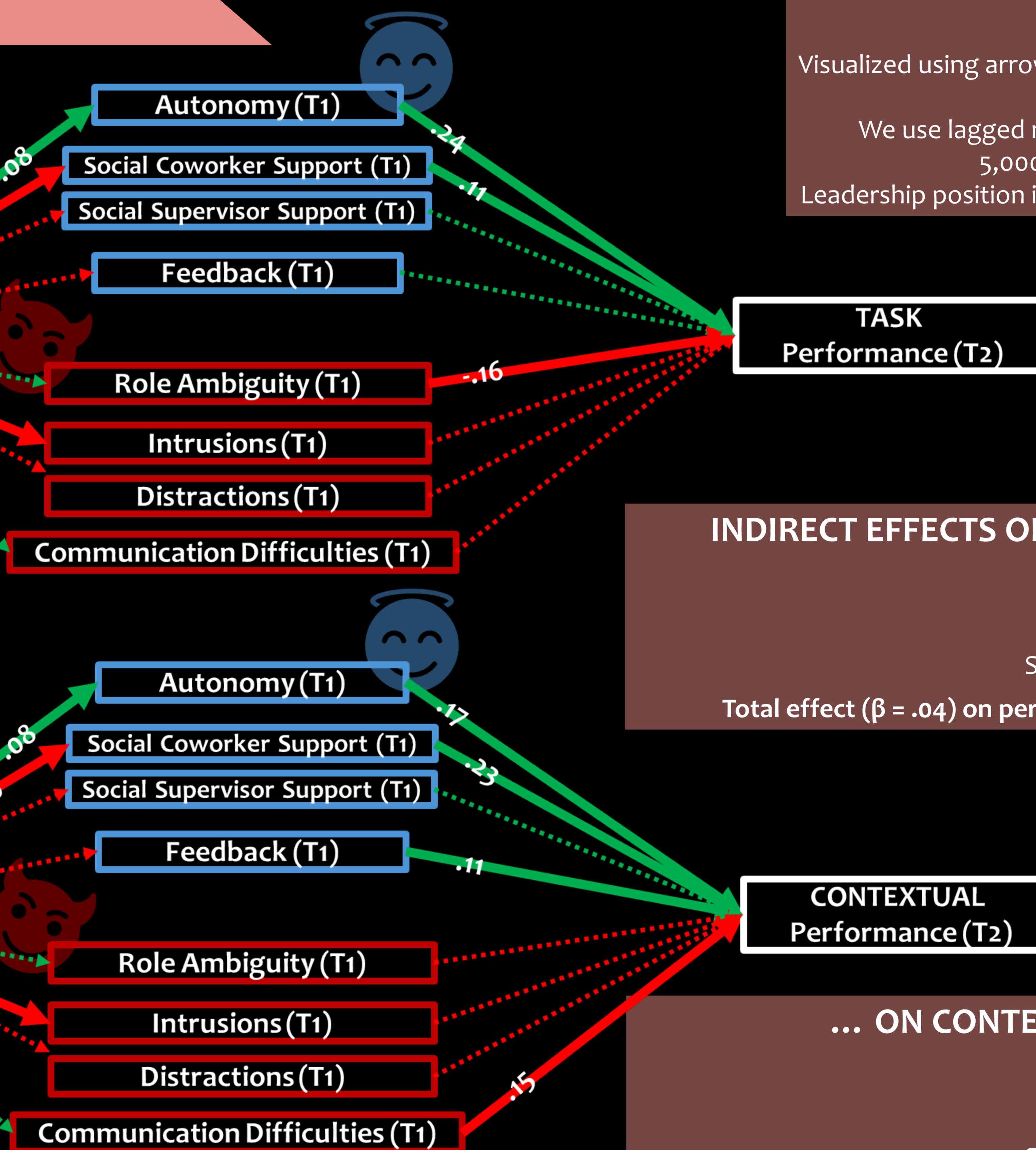
Remote Work Intensity (T1)

### ANALYSIS

- Multiple-Mediated Model (SEM)
- Figure on the arrows:  $\beta$ -coefficients
- Only significant path coefficients are reported

Remote Work Intensity (T1)

43y    ♀ 50.17%    39.6h/w    1.83d/w



### RESEARCH QUESTIONS

Visualized using arrows: **green** for expected positive effects, **red** for negative. We use lagged multiple mediation models with 5,000 bootstrap samples (CI-based). Leadership position is included as a control variable.

### INDIRECT EFFECTS ON TASK PERFORMANCE

Significant indirect effects via  
Autonomy:  $\beta = .02$   
Social coworker support:  $\beta = -.01$   
Total effect ( $\beta = .04$ ) on performance was NOT significant.

### ... ON CONTEXTUAL PERFORMANCE

Significant indirect effects via  
Autonomy:  $\beta = .01$   
Social coworker support:  $\beta = -.01$   
Total effect ( $\beta = -.10$ ) on performance was NOT significant.

## CONCLUSIONS

No overall link was found between RWI and performance. Opposing indirect paths—both positive and negative—may explain this pattern.

- Only autonomy and coworker support (both at T1) showed significant indirect paths from RWI (T1) to both performance (T2) facets.
- Higher RWI (T1) was associated with greater autonomy (T1), which was linked to better performance (T2) on both facets—consistent with prior research.
- Higher RWI (T1) was linked to lower coworker support (T1), which related to poorer performance (T2) on both facets.

### CONTACT

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### REFERENCES

