



## The Impact of Job Autonomy on Employees' Subjective Well-Being in Remote Work Settings

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### Abstract

Against the backdrop of innovation-driven development, remote work has become a commonplace workplace model. Remote workers enjoy higher levels of job autonomy, making its impact on subjective well-being worthy of attention. This study constructs a mediated moderation model based on self-determination theory and the demands-resources model to explore how job autonomy influences employees' subjective well-being through psychological detachment, and the moderating role of organizational attachment in this relationship. Using a questionnaire survey, empirical data were collected from 500 remote workers. Findings reveal that job autonomy significantly enhances employees' subjective well-being. Psychological detachment partially mediates the relationship between job autonomy and subjective well-being, while organizational attachment moderates the interaction between job autonomy and psychological detachment.

**Keywords:** *Job Autonomy; Psychological Detachment; Organizational Attachment; Subjective Well-Being*

### Introduction

With the widespread adoption of digital technologies and the transformation of work models, remote work has evolved from an emergency solution into a normalized organizational management choice. From a research perspective, remote work involves three dimensions: societal, organizational, and individual (Wang et al., 2017). This paper focuses specifically on the individual level. Specifically, remote work is a technology-enabled work arrangement that allows employees to complete assigned tasks outside centralized office locations (GaJendran R S et al., 2007). Its defining characteristic is the spatial separation among organizational members, excluding short-term collaborative scenarios like temporary assignments. Existing research indicates that changes in work environments and patterns brought about by remote work have led to a sharp increase in employee stress levels (Delfino G F et al., 2021). Although this work arrangement grants employees greater

autonomy in task planning and flexibility in time management, it blurs the boundaries between work and life, giving rise to new challenges such as psychological resource depletion and weakened organizational belonging, thereby reducing employees' subjective well-being (Yang et al., 2025). As a core motivator in the human psyche, happiness remains central to individuals' pursuit and realization of life's meaning. Against this backdrop, enhancing the subjective well-being of remote workers through the thoughtful design of work autonomy has become a focal point for both academia and practitioners. In the field of organizational management, employees' subjective well-being is influenced by both internal factors, such as individual psychological capital and career values (Zhang et al., 2025), and external conditions like organizational support (Liang, 2022). While existing research has confirmed that job autonomy positively impacts employees' subjective well-being (Li, 2025), the underlying mechanisms for remote workers remain underexplored. Particularly in virtual work environments, clear theoretical explanations remain elusive regarding how employees achieve effective separation between work and life through cognitive regulation at the psychological level, and how organizational attachment—an affective bonding factor—influences these processes. Based on this, this study draws upon self-determination theory and the demands-resources model to focus on remote work settings. It constructs a core causal pathway of “work autonomy—psychological detachment—subjective well-being,” introducing Organizational attachment as a moderating variable. The research aims to address the following questions: How does job autonomy in remote settings influence employees' subjective well-being through psychological detachment? What moderating effect does organizational attachment exert in this process? The findings will guide managers in remote work settings to prioritize employee job autonomy, understand the relationship between job autonomy and subjective well-being, and provide practical insights for enhancing employee happiness.

### ***Theoretical Foundations and Research Hypotheses***

#### **Job Autonomy and Subjective Well-Being**

Job autonomy first appeared in the Job Characteristics Model. Hackman and Oldham (Richard J et al., 1976) regarded autonomy as one of the five dimensions of job characteristics, defining it as “the degree of independence employees have in controlling the tasks, methods, and pace of their work.” As more scholars explored the concept, Breugh (Breugh, J. A. et al., 1985) ultimately proposed that job autonomy refers to the degree of control employees have over their work methods, task scheduling, and decision-making. He posited that job autonomy encompasses three aspects: autonomy in methods, autonomy in standards, and autonomy in control. Drawing upon these scholarly definitions, this study defines job autonomy as the independent control and discretionary power employees possess over critical aspects of their work, including task content, execution methods, time allocation, and decision-making.

In remote work settings, information and communication technologies empower employees to access work information anytime, anywhere, and independently schedule meetings, thereby gaining greater autonomy over their work (Meske C et al., 2021) and effectively enhancing their experience of workplace flexibility (Mazmanian et al., 2013). According to Self-Determination Theory, autonomy—one of the three fundamental psychological needs of employees—enhances intrinsic motivation levels. This drives employees to engage more proactively and accomplish tasks effectively, thereby increasing individual well-being (Ryan R M et al., 2000). Subjective well-being refers to an individual's overall satisfaction with life and emotional experiences. Individuals with high job autonomy typically plan their work progress and task execution methods independently. They tend to systematically organize workflows and integrate resources based on their strengths, accomplishing organizational goals through more efficient methods aligned with their capabilities.

This self-regulation and control over the work process ultimately translates into heightened subjective well-being experiences (Cai et al.,2013). Fiona et al. (2013) posits that imbalances between task demands and autonomy trigger adverse psychological and physiological responses, compromising employee health and hindering well-being enhancement. Therefore, this study proposes the following hypothesis:

**H1: Job Autonomy Is Positively Correlated with the Subjective Well-Being of Remote Workers.**

**Job Autonomy and Psychological Detachment**

Sonnentag et al. (2005) first introduced the term “psychological detachment,” which describes an individual's mental state of separation from work during non-working hours. Its core lies in “disconnecting” from work both temporally and cognitively—that is, not only avoiding actual work tasks but also actively interrupting thoughts about work matters (Sonnentag S et al.,2017). According to the Job Demands-Resources Model (Demerouti E et al.,2001), job autonomy, as a key work resource, empowers employees with greater control over organizing their work and tasks. This sense of control enhances their work efficacy and satisfaction, thereby creating favorable conditions for achieving higher levels of psychological detachment during non-working hours. In remote work settings, when employees enjoy a high degree of autonomy, they can independently manage their work schedules and task deadlines. Strong task planning and execution capabilities ensure employees meet objectives within designated working hours, laying the groundwork for achieving a higher level of psychological detachment outside of work. Moderate autonomy helps employees better manage the boundaries between work and life, thereby promoting psychological detachment (Zhao et al.,2023). Typically, job complexity is associated with job autonomy. For highly complex tasks, employees often require greater autonomy to manage intricate work demands. This autonomy enables employees to schedule work hours and tasks more flexibly, thereby better meeting the requirements of complex work (Morgeson F P et al.,2006). Research by Saleh et al. (2023) also indicates that as job complexity increases, employees' levels of psychological detachment during non-working hours correspondingly rise. In other words, when remote workers encounter more complex tasks, their autonomy at work increases, which, to some extent, helps elevate their psychological detachment levels. Therefore, this study proposes the following hypothesis:

**H2: Job Autonomy Is Positively Correlated with Psychological Detachment Among Remote Workers.**

**The Mediating Role of Psychological Detachment**

Based on the Job Demands-Resources Model (JD-R Model), work resources promote the formation of positive psychological experiences through resource-enhancement pathways, thereby enhancing individuals' subjective well-being. Psychological detachment, as a restorative psychological resource in non-work contexts, facilitates the recovery and regeneration of psychological resources during non-work periods, thereby blocking the cross-domain penetration of work stressors. This mechanism can mitigate the persistent depletion of psychological resources caused by work demands, thereby enhancing individuals' overall well-being through resource restoration pathways. Overtime work reduces subjective well-being by encroaching on individuals' rest and development time, thereby weakening their capacity for psychological detachment (Li et al.,2021). Job autonomy, as a vital psychological resource, enables employees to better control their work pace and content, thereby enhancing psychological detachment and mitigating the negative impact of overtime work on subjective well-being. Psychological detachment exhibits an inverted U-shaped relationship with safety performance while maintaining a positive correlation with subjective well-being. By promoting resource restoration and reducing stress, psychological detachment

enhances well-being and optimally improves safety performance at moderate levels (Chen et al.,2025). Sonnentag and Fritz (2015) synthesized multiple empirical studies and found a positive association between disengagement from work during non-working hours and reduced stress and enhanced well-being. Similarly, Li et al.(2025) investigated rehabilitation nurses and discovered that psychological detachment, as a key mechanism for resource restoration, effectively buffers work stress, reduces occupational burnout, and enhances subjective well-being. In remote work settings, employees have less contact with their supervisors and often gain greater autonomy in their work. This sense of control over their tasks directly enhances their subjective well-being. Therefore, this study proposes the following hypotheses:

**H3: Psychological Detachment Positively Correlates with The Subjective Well-Being of Remote Workers.**

**H4: Psychological Detachment Mediates the Relationship Between Job Autonomy and Subjective Well-Being Among Remote Workers.**

#### **The Moderating Role of Organizational Attachment**

Organizational attachment first appeared in Bowlby's attachment theory proposed in 1982. The attachment theory originated from psychoanalysis, positing that attachment is an emotional bond between infants and their caregivers. According to the classic study by Hazan and Shaver (1987), the attachment theory framework can be extended to explain the mechanisms underlying the formation of adult intimate relationships. This study defines adult attachment as the emotional bonding system established by adults in intimate relationships, categorizing it into three major types based on behavioral characteristics and emotional response patterns secure attachment, anxious attachment, and avoidant attachment. Later, Hazan and Shaver (1990) applied attachment theory to organizational settings, exploring how different attachment styles influence work performance. Lin Chen (2015) defines organizational commitment as the enduring and stable emotional bond employees form with an organization (or group), manifesting as an emotional attachment between employees and the organization. This study defines organizational attachment as the enduring, dynamic emotional bond formed between an individual and their organization or group, based on their adult attachment style. It categorizes this attachment into secure organizational attachment and insecure organizational attachment (anxious and avoidant types).

Employees, influenced by organizational contexts and their own personality traits during work, develop varying degrees of organizational attachment. Different types of organizational attachment exert distinct effects on employee job performance. Employees with secure organizational attachment exhibit stronger trust and belonging toward the organization, confident that it will provide necessary support when needed (Brennan K A et al.,1995).According to self-determination theory, the psychological foundation of employees with secure organizational attachment (low organizational attachment) enables them to more effectively plan work processes, proactively take on challenging tasks, and establish a positive balance mechanism between career development and family life when organizations grant them greater autonomy in their work. This positive work pattern not only enhances task quality but also significantly improves their ability to psychologically detach during non-working hours. Specifically, the interaction between low organizational attachment and job autonomy boosts remote workers' sense of accomplishment and belonging, thereby increasing their psychological detachment. Employees with insecure organizational attachment exhibit contradictory dependence on the organization, lacking stable expectations of organizational support while being overly sensitive to potential decision-making risks (Hedberg L M et al.,2018). According to self-determination theory, employees with insecure organizational attachment (high organizational attachment) exhibit defensive psychological tendencies. When granted greater job autonomy, they tend to amplify negative expectations about decision errors, falling into a cognitive trap of “over-

responsibility perception.” Driven by intense anxiety over work mistakes, such employees repeatedly scrutinize details both during and outside work hours. This behavior manifests as persistent cognitive rumination, where individuals attempt to alleviate anxiety by exercising autonomy. However, this repetitive verification not only fails to effectively reduce anxiety but also erodes their capacity for psychological detachment. The interaction between high organizational attachment and job autonomy induces work anxiety among remote employees, thereby reducing their psychological detachment levels. This study primarily investigates the moderating role of employees with high organizational attachment. Therefore, the following hypotheses are proposed:

H5: Organizational attachment exerts a negative moderating effect between job autonomy and psychological detachment. Specifically, when organizational attachment levels are high, the significant impact of job autonomy on psychological detachment among remote workers diminishes; conversely, when organizational attachment levels are low, the significant impact of job autonomy on psychological detachment among remote workers intensifies.



Fig. 1 Research model

## Research Design

### Sample and Data Sources

The research subjects of this study are remote workers, with data collected through a questionnaire survey. A total of 539 questionnaires were distributed. After excluding invalid samples, 500 valid questionnaires were obtained, yielding a response rate of 92.7%. The statistical characteristics of the individual samples are as follows: By gender, males accounted for 54.8% and females for 45.2%. By age, those under 30 years old constituted 20.6%; those aged 31–35 years old accounted for 32.4%; those aged 36–40 years old constituted 26.6%; those aged 41–45 years old accounted for 10.4%; and those aged 46 years and above constituted 10%. In terms of educational background, 30.6% hold associate degrees or lower; 42.2% hold bachelor's degrees; 19.2% hold master's degrees; and 8% hold doctoral degrees. Regarding job levels, entry-level managers and general employees constitute the majority, accounting for 81.5% of the total. The average tenure within the organization is 5.9 years. In terms of organizational size, 7.6% have fewer than 100 employees; 35.4% have 101 to 300 employees; 42.4% have 301 to 500 employees; and 14.4% have 500 or more employees.

### Variable Measurement

The established scales used in this study have undergone extensive validation for both reliability and validity. The independent variable in this research is job autonomy, measured using the Work Design Questionnaire (WDQ) developed by Morgeson and Humphrey (2006). This scale measures autonomy across three dimensions: work arrangements, work decisions, and work methods, comprising nine items such as “I can independently choose work methods suitable for remote collaboration.” It achieved a Cronbach's alpha coefficient of 0.911. The mediating variable is psychological detachment, measured by one dimension from the Recovery Experience Questionnaire developed by Sonnentag and Fritz (2007). The psychological detachment dimension comprises four items, such as “During non-working hours, I am able to free myself from work and rest,” with a



Cronbach's  $\alpha$  coefficient of 0.925. The moderating variable is organizational attachment, measured using the Group Attachment Scale (GAS) developed by Tonggui Li et al. (2012). This scale assesses organizational attachment styles across two dimensions—attachment avoidance and attachment anxiety—from which 10 items were selected. For example, “Overall, I dislike letting this group know my deepest feelings” has a Cronbach's alpha coefficient of 0.928. The dependent variable is subjective well-being, measured using Pavot and Diener's Satisfaction with Life Scale (SWLS) (Pavot W et al.,1993), comprising five items. For example, the Cronbach's  $\alpha$  coefficient for the statement “My life generally aligns with my ideals” is 0.915. All scales above are scored using a five-point Likert scale, where numbers 1 to 5 represent “very dissatisfied” to “very satisfied,” respectively.

## Empirical Results Analysis

### Discriminant Validity and Model Fit Tests for Variables

To examine the discriminant validity among the four variables—job autonomy, psychological detachment, organizational attachment, and subjective well-being—this study employed AMOS 26.0 software to conduct confirmatory factor analysis on these variables. The analysis results are summarized in Table 1. The fit indices indicate that the four-factor model exhibits a high degree of fit with the data ( $\chi^2/df=1.031$ , CFI=0.999, NFI=0.962, RMSEA=0.008). All fit indices meet the acceptable standards required in psychometrics, suggesting that the model adequately reflects the latent structure of the variables.

Table I Results of Confirmatory Factor Analysis

Model	$\chi^2$	df	$\chi^2/df$	RMSEA	RMR	CFI	NFI
JA、PD、SW、OA	354.690	344	1.031	0.008	0.029	0.999	0.962
JA+PD、SW、OA	1702.640	347	4.907	0.088	0.098	0.847	0.815
JA、PD+SW、OA	1962.383	347	5.655	0.079	0.146	0.817	0.787
JA+PD+SW、OA	2949.049	349	8.450	0.122	0.160	0.706	0.680
JA+PD+SW+OA	3867.644	351	11.019	0.142	0.209	0.602	0.580

Note:JA=job autonomy;PD=psychological detachment;SW=subjective well-being;OA=organizational attachment.

### Descriptive Statistics and Correlation Analysis

The means, standard deviations, and correlation coefficients for each variable in this study are presented in Table 2. It can be observed that the Pearson correlation coefficients between each pair of variables exceed 0.1, indicating that positive relationships exist among all variables. Job autonomy is positively correlated with subjective well-being ( $r=0.427, p < 0.01$ ), positively correlated with organizational attachment ( $r=0.527, p < 0.01$ ), and positively correlated with psychological detachment ( $r=0.404, p < 0.01$ ); Psychological detachment was positively correlated with subjective well-being ( $r=0.711, p < 0.01$ ) and with organizational attachment ( $r=0.317, p < 0.01$ ); Organizational attachment was positively correlated with subjective well-being ( $r=0.414, p < 0.01$ ). The relationships among variables have been preliminarily validated, laying the groundwork for testing the research hypotheses.

Table II Means, Standard Deviations, and Correlation Coefficients

	M±SD	JA	PD	OA	SW
JA	4.072±0.788	1.000			
PD	3.694±0.916	0.427**	1.000		
OA	4.058±0.808	0.527**	0.711**	1.000	
SW	4.046±1.191	0.404**	0.317**	0.414**	1.000

Note:\*P<0.05,\*\*P<0.01,\*\*\*P<0.001;same applies below.

## Hypothesis Testing

Testing main effects and mediating effects. Using SPSS 27.0 software, with gender, age, and other variables as control variables, multiple regression analysis was employed to test the hypotheses. The results are shown in Table III. As revealed by Model 6, job autonomy significantly and positively influences the subjective well-being of remote workers ( $\beta = 0.403, P < 0.001$ ), thus validating Hypothesis H1. Model 2 indicates that job autonomy significantly and positively influences psychological detachment ( $\beta = 0.426, P < 0.001$ ). Furthermore, Model 7 shows that when job autonomy is controlled, psychological detachment positively affects employees' subjective well-being ( $\beta = 0.174, P < 0.001$ ). Therefore, Hypotheses H2 and H3 are validated. At this point, the effect of job autonomy on subjective well-being remained significantly positive ( $\beta = 0.329, P < 0.001$ ). To further examine the mediating effect of psychological detachment, this study employed the PROCESS 4.0 program. Using bias-corrected bootstrapping, 5,000 bootstrap samples were repeatedly drawn, with results tested at the 95% confidence level, as shown in Table IV. The total effect value of job autonomy influencing subjective well-being through psychological detachment was 0.61, with a 95% CI of [0.488, 0.732], while the direct effect's 95% CI was [0.363, 0.629] and the indirect effect's 95% CI was [0.056, 0.184]. Since all confidence intervals excluded zero, partial mediation was confirmed, further supporting Hypothesis H4.

Moderation effect test. As shown in Model 4 of Table III, the interaction term between job autonomy and organizational attachment negatively influences employees' psychological detachment ( $B = -0.096, P < 0.1$ ), indicating that organizational attachment negatively moderates the relationship between job autonomy and psychological detachment. To further confirm the moderating effect, a simple slope analysis was conducted, as illustrated in Figure II. When organizational attachment levels are low, the influence of job autonomy on employees' detachment becomes significant, and the relationship between psychological detachment and employees' subjective well-being becomes stronger. Conversely, when organizational attachment levels are high, it weakens the impact of job autonomy on employees' psychological detachment. Therefore, Hypothesis H5 holds.

Testing the moderating mediating effect. This study employed the PROCESS plugin to validate the moderating effect of organizational attachment on the influence of job autonomy on subjective well-being among remote workers via psychological detachment. Results are presented in Table 5. When organizational attachment levels were high, the coefficient for job autonomy affecting subjective well-being through psychological detachment was -0.007, with a 95% confidence interval of [-0.037, 0.023] that included zero, indicating an insignificant mediating effect. When organizational attachment levels were low, the coefficient for work autonomy's influence on subjective well-being via psychological detachment was 0.024, with a 95% confidence interval of [0.004, 0.052], which did not include zero. This indicates a significant mediating effect. Therefore, organizational attachment negatively moderates the indirect effect of job autonomy on subjective well-being through psychological detachment.

Table III Results of multiple regression analysis

Variable	Mediating variable: PD				Result variable: SW		
	Model1	Model2	Model3	Model4	Model5	Model6	Model7
Predictor variable							
Gender	-0.089*	-0.080	-0.048	-0.047	-0.054	-0.045	-0.031
Age	-0.011	-0.021	-0.080	-0.085	0.097	0.087	0.091
Education	-0.039	-0.057	-0.018	-0.018	-0.009	-0.026	-0.016
Year	0.057	0.028	0.058	0.064	-0.035	-0.063	-0.068
Position level	-0.010	-0.013	-0.043	-0.040	0.016	0.014	0.016
Company scale	0.068	0.067	0.022	0.025	0.005	0.004	-0.007
JA		0.426***	0.073	0.032		0.403***	0.329***
OA			0.672***	0.636***			
JA*OA				-0.096*			
PD							0.174***
R <sup>2</sup>	0.014	0.194	0.515	0.519	0.008	0.168	0.192
ΔR <sup>2</sup>	0.002	0.182	0.507	0.511	-0.005	0.156	0.179
F	1.203	16.886***	65.116***	58.856***	0.624	14.179***	14.607***

Table IV Decomposition of Total, Direct, and Mediating Effects

	Effect	se	LLCI	ULCI
Total effect	0.610	0.062	0.488	0.732
Direct effect	0.496	0.068	0.363	0.629
Indirect effect	0.114	0.032	0.056	0.184

Table V Results of the Mediation Effect Test

Moderating	Indirect effect			Moderation effect		
	Effect	S.E	95% CI	INDEX	S.E	95% CI
Low OA	0.024	0.013	[0.004,0.052]	-0.019	0.01	[-0.042,-0.003]
High OA	-0.007	0.015	[-0.037,0.023]			

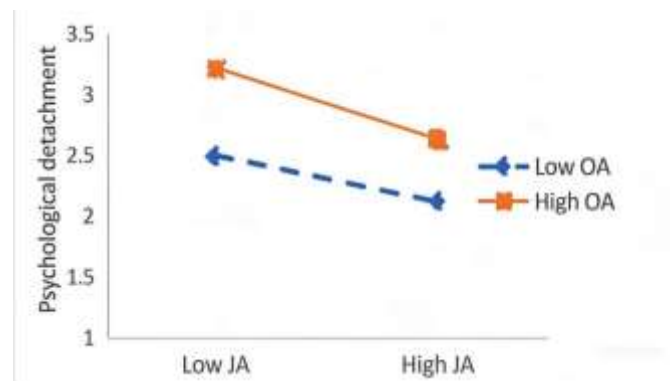


Fig. II Moderation Effect



## ***Research Findings and Outlook***

### **Research Findings**

This study conducted an empirical analysis based on a sample of 500 participants to investigate the mechanism through which job autonomy influences employees' subjective well-being in remote work settings. It also examined the mediating role of psychological detachment and the moderating role of organizational attachment. The findings are as follows:

Research indicates that in remote work settings, job autonomy significantly drives employees' subjective well-being, a finding consistent with existing literature (Thompson C A et al.,2006). High autonomy empowers employees by enabling flexible work scheduling and resource allocation. This sense of control facilitates goal attainment through preferred methods, thereby enhancing job satisfaction. The resulting positive psychological experiences extend beyond the workplace into personal life. Crucially, the sense of accomplishment gained from mastering work tasks sustains intrinsic motivation. Ultimately, this creates a positive feedback loop that elevates subjective well-being.

Psychological detachment partially mediates the relationship between job autonomy and subjective well-being. Barriers to psychological detachment primarily stem from multiple pressures at the individual, environmental, and occupational levels (Yu et al.,2025). As remote work breaks free from traditional physical constraints, employees gain the autonomy to independently schedule work processes and execution methods within relatively independent environments. This job autonomy, as a positive psychological resource, not only enhances employees' initiative and job satisfaction but also creates conditions more conducive to psychological detachment (Johannes W et al.,2017). When employees can deeply immerse themselves in a state of psychological detachment, it effectively alleviates psychological resource depletion during work, promotes the restoration and replenishment of individual resources, and ultimately enhances their subjective well-being.

Organizational attachment moderates the relationship between job autonomy and psychological detachment. Specifically, when employees exhibit secure organizational attachment, job autonomy significantly enhances psychological detachment. Secure attachment corresponds to low levels of organizational attachment, characterized by employees' high trust in the organization. Even when facing workplace challenges, they firmly believe in their ability to cope and receive necessary organizational support. This sense of security empowers them to embrace challenging tasks, thereby enhancing work engagement and a sense of accomplishment. Conversely, the insecure organizational attachment examined in this study typically manifests as high organizational attachment. Employees, lacking confidence in their own abilities or organizational support, struggle to effectively leverage job autonomy, resulting in a relatively weaker mechanism for promoting psychological detachment.

### **Management Implications**

In remote work settings, managers must fully recognize the impact of job autonomy on employees' subjective well-being. By appropriately delegating task planning and execution decision-making authority, organizations can create self-management space for employees, thereby enhancing their work engagement and intrinsic motivation levels. Simultaneously, organizations should boost employees' psychological resource reserves by providing greater work resources, fostering a virtuous cycle between autonomous decision-making and task execution. Empirical research indicates that this empowerment management model not only enhances remote workers' task completion effectiveness but also effectively elevates their subjective well-being levels by satisfying individuals' psychological need for self-determination.

Additionally, managers overseeing remote work should pay attention to employees' psychological detachment. Empirical research indicates that job autonomy significantly promotes

psychological detachment. When employees enjoy a high degree of autonomy during remote work, they are better able to achieve an optimal level of psychological detachment, thereby facilitating the effective restoration of psychological resources during non-working hours. Therefore, managers must rationally plan work tasks and schedules while meticulously evaluating the reasonableness of employee assignments. Implementing flexible work arrangements and emphasizing resource adaptability can effectively alleviate work pressure. Simultaneously, providing technical guidance and professional training can tangibly reduce work-related anxiety, helping employees achieve better psychological regulation and work-life balance.

Finally, in remote work scenarios, managers must also prioritize monitoring employees' organizational attachment levels and thoroughly investigate the mechanisms through which organizational attachment influences task completion. Since remote work primarily relies on online collaboration and lacks direct face-to-face interaction, this work model may generate a series of unique effects. Empirical research indicates that different types of organizational attachment exert varying effects on employees' subjective well-being. Therefore, managers should accurately identify employee needs and attachment states, provide more targeted support and assistance, motivate employees to complete work tasks, effectively enhance their subjective well-being, and thereby strengthen their sense of belonging to the organization and work motivation.

### **Future Research Prospects**

This study has the following limitations. First, the research methodology is relatively limited, relying primarily on the most common questionnaire survey method without employing other research methods for cross-validation. The analysis focuses on static sample data, making it difficult to capture the dynamic relationships between variables. Future studies should employ multiple research methods to enhance the credibility of empirical findings. Second, the sample data were not categorized by occupation. Job autonomy in remote settings may vary across professions, necessitating more detailed occupational segmentation in subsequent research.

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