



## THE RELATIONSHIP BETWEEN PSYCHOLOGICAL DETACHMENT AND JOB SATISFACTION IN REMOTE-WORKING PROFESSIONAL WOMEN

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### ABSTRACT

*The nature of work has undergone a profound transformation in recent years, particularly with the rapid expansion of remote work arrangements. Accelerated by the global disruptions caused by the COVID-19 pandemic, organizations across industries have increasingly adopted flexible work models that allow employees to operate outside traditional office environments. While remote work offers numerous advantages, including flexibility, reduced commuting time, and improved work-life integration, it also presents unique psychological challenges. Among these, the difficulty of mentally disengaging from work—referred to as psychological detachment—has emerged as a critical factor influencing employee well-being and job satisfaction (Sonnentag & Fritz, 2015).*



**KEYWORDS:** *traditional office environments , flexible work models , employee well-being and job satisfaction .*

### 1. INTRODUCTION

Psychological detachment is defined as an individual's ability to mentally disconnect from work-related tasks and responsibilities during non-working hours. It is a key component of recovery experiences and plays a crucial role in maintaining psychological health and work performance (Sonnetttag & Fritz, 2007). According to the effort-recovery model (Meijman & Mulder, 1998), employees expend mental and physical effort during work, leading to strain that must be alleviated through adequate recovery. Psychological detachment facilitates this recovery process by allowing individuals to replenish depleted cognitive and emotional resources. Without sufficient detachment, prolonged exposure to work-related demands can result in chronic stress, burnout, and reduced job satisfaction (Sonnetttag, 2012).

In the context of remote work, the boundaries between professional and personal life often become blurred. Unlike traditional office settings, remote work environments frequently lack clear spatial and temporal distinctions between work and home domains. This boundary permeability can make it challenging for employees to disengage from work, as work-related tasks, emails, and responsibilities may extend into personal time (Allen et al., 2021). The constant accessibility enabled by digital technologies further exacerbates this issue, creating a sense of "always being on," which can hinder effective psychological detachment (Derks et al., 2014).

Job satisfaction, defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976), is a central construct in organizational psychology. High levels of job satisfaction are associated with numerous beneficial outcomes, including improved performance,

reduced turnover intentions, and enhanced overall well-being (Judge et al., 2001). However, the ability to experience job satisfaction is closely tied to employees' capacity to recover from work-related stress. When individuals fail to detach psychologically from work, they may experience ongoing strain that negatively impacts their perception of their job, ultimately diminishing satisfaction levels (Sonnetag & Bayer, 2005).

The relationship between psychological detachment and job satisfaction becomes particularly salient when examining the experiences of professional women engaged in remote work. Women often navigate multiple roles, including professional responsibilities, caregiving duties, and household management. In many cultural contexts, including India, these role expectations can intensify during remote work conditions, where the physical merging of work and home environments increases role overlap (Chung et al., 2020). As a result, women may face greater challenges in establishing boundaries and achieving effective detachment from work, making them more vulnerable to stress and decreased job satisfaction.

Gendered expectations and societal norms can influence how women experience remote work. Research suggests that women are more likely to engage in emotional labor and experience work-family conflict, which may interfere with their ability to disengage from work during non-working hours (Grandey & Cropanzano, 1999; Shockley et al., 2017). The lack of psychological detachment may, therefore, have a more pronounced impact on their job satisfaction compared to their male counterparts. Additionally, the presence of caregiving responsibilities, particularly for children or elderly family members, can further complicate the process of detachment, as work interruptions and role switching become more frequent (Craig & Churchill, 2021).

### 1.1 Rationale of the Study

The increasing normalization of remote work has fundamentally altered how individuals experience and manage their professional roles. While remote work offers flexibility and autonomy, it simultaneously blurs the boundaries between work and personal life, making psychological detachment more difficult to achieve. Psychological detachment, as a key recovery experience, is essential for maintaining mental well-being and sustaining positive work outcomes. However, in remote work settings, constant digital connectivity and the absence of physical separation from the workplace can lead to prolonged cognitive engagement with work, even during non-working hours.

Despite growing interest in occupational well-being, much of the existing research has primarily focused on general employee populations, often overlooking gender-specific experiences. Professional women, particularly those working remotely, encounter unique challenges due to the intersection of work demands and domestic responsibilities. These dual roles may increase role conflict, emotional exhaustion, and difficulty in disengaging from work. Consequently, understanding how psychological detachment functions in this specific population becomes crucial. While job satisfaction has been widely studied, its relationship with psychological detachment in remote-working contexts remains underexplored, especially in non-Western settings. Cultural expectations, family structures, and gender norms in countries like India may significantly influence both detachment experiences and job satisfaction. Therefore, this study is grounded in the need to examine these constructs within a culturally relevant framework, focusing specifically on remote-working professional women.

### 1.2 Need and Significance of the Study

The present study addresses several important gaps in the existing literature while offering both theoretical and practical contributions. In recent years, the rapid expansion of remote work has significantly transformed the nature of employment, yet empirical research has not kept pace with understanding its psychological implications. Although remote work is often associated with increased flexibility and autonomy, there remains limited knowledge about how it affects employees' ability to psychologically detach from work and how this, in turn, influences job satisfaction. This gap is particularly important, as psychological detachment is a crucial recovery process that supports employee well-being and sustained performance.

There is a notable lack of focused research on women in remote professional roles. Women frequently juggle multiple responsibilities, including occupational demands, household duties, and caregiving roles. These overlapping responsibilities may interfere with their ability to disengage from work during non-working hours, making psychological detachment more difficult to achieve. Despite these unique challenges, empirical studies specifically examining remote-working professional women remain scarce, highlighting the need for targeted research in this area. In addition, much of the existing literature on psychological detachment and job satisfaction has been conducted in Western contexts, which may not adequately reflect the socio-cultural realities of countries like India. Cultural factors such as collectivistic family structures, traditional gender role expectations, and limited institutional support for work-life balance can uniquely shape the experiences of Indian working women. Therefore, context-specific research is essential to better understand these dynamics and to generate findings that are culturally relevant and applicable. From an organizational perspective, identifying key determinants of job satisfaction in remote work environments is critical for designing effective employee well-being strategies. Understanding the role of psychological detachment as a potential predictor of job satisfaction can provide valuable insights for organizations seeking to enhance employee engagement, productivity, and retention.

The study is significant both theoretically and practically. Theoretically, it contributes to the field of occupational health psychology by examining the relationship between psychological detachment and job satisfaction within the evolving context of remote work. It extends established frameworks, such as the Effort-Recovery Model and Conservation of Resources theory, by applying them to an underrepresented population—remote-working professional women—while also incorporating a culturally specific Indian perspective. The findings have important implications for organizations, policymakers, and mental health professionals. Organizations can utilize these insights to develop policies that promote healthy work-life boundaries, such as flexible work arrangements, norms around digital disconnection, and employee wellness initiatives, thereby enhancing job satisfaction and reducing burnout. Policymakers can use the findings to advocate for supportive measures that address the unique challenges faced by working women, including childcare support, gender-sensitive workplace policies, and initiatives promoting work-life balance. For mental health professionals and corporate wellness practitioners, the study underscores the importance of fostering psychological detachment as a key coping and recovery strategy, which can be facilitated through interventions such as mindfulness training, stress management, and boundary-setting techniques.

## 2. REVIEW OF LITERATURE

Recent research continues to emphasize psychological detachment as a critical recovery mechanism in modern work environments. A longitudinal study by Blake et al. (2025) demonstrated that psychological detachment significantly predicts mental health outcomes, including reduced depression, anxiety, and improved life satisfaction among working adults. This finding highlights detachment as a dynamic process that evolves over time, especially in the context of major workplace disruptions such as the COVID-19 pandemic. Further, contemporary research indicates that impaired psychological detachment is closely associated with negative outcomes such as burnout. Whelan et al. (2025) found that reduced detachment mediates the relationship between technostress and burnout in remote work settings, suggesting that constant digital engagement prevents adequate psychological recovery. These findings reinforce the importance of detachment in sustaining psychological well-being in digitally intensive work environments.

The shift to remote and hybrid work has significantly influenced employees' ability to detach from work. A recent study by Rieder (2024) found that remote and hybrid work arrangements can facilitate psychological detachment when supportive work conditions are present, such as effective communication and manageable workloads. However, the same study also noted that extended work availability negatively impacts detachment, indicating that boundary management remains a key challenge. A systematic review published in 2023 further supports this complexity, showing that while remote work can enhance detachment due to flexibility, it also increases boundarylessness, which may reduce detachment and recovery. Similarly, recent research highlights that remote work environments

require deliberate strategies to maintain work-life boundaries, as the absence of physical separation can lead to continuous cognitive engagement with work tasks. Additionally, Capone et al. (2024) emphasized the role of personal resources such as self-efficacy in enhancing well-being and job satisfaction in remote work environments. These findings suggest that psychological detachment does not operate in isolation but interacts with individual and organizational factors.

Studies provide important insights into the relationship between remote work and job satisfaction. Kondratowicz et al. (2022/2025) found that remote work is positively associated with job satisfaction; however, this relationship is mediated by psychological factors such as perceived stress, self-efficacy, and self-esteem. This indicates that remote work alone does not guarantee satisfaction—rather, internal and contextual resources shape the outcome. Contemporary research suggests that remote work impacts both physical and psychological well-being, which in turn influences job satisfaction. Studies have shown that factors such as autonomy, supervisor support, and structured work hours play a significant role in determining satisfaction levels in remote settings.

Emerging literature highlights a strong association between psychological detachment and job satisfaction in modern work environments. Psychological detachment contributes to reduced stress and improved emotional regulation, which enhances employees' overall evaluation of their job. Recent findings suggest that detachment indirectly influences job satisfaction through its impact on well-being and burnout. For instance, studies on hybrid work indicate that reduced detachment due to technostress leads to increased burnout, which negatively affects job satisfaction. Conversely, when employees are able to effectively detach, they experience improved recovery, leading to higher energy levels and more positive job attitudes.

Recent literature increasingly recognizes the gendered nature of remote work experiences. A 2025 study examining remote work and household dynamics found that remote work reshapes gender roles and labor distribution within households, influencing women's work experiences and well-being. Although remote work can provide flexibility, it may also reinforce or redistribute domestic responsibilities, affecting women's ability to disengage from work. Additionally, research on women's job satisfaction highlights the importance of psychological and organizational factors in shaping their work experiences. Studies suggest that supportive work environments and psychological resources significantly enhance job satisfaction among women, particularly in flexible work arrangements. In remote work contexts, women often face increased role overlap between professional and domestic responsibilities, which can hinder psychological detachment. This continuous engagement with multiple roles may lead to emotional exhaustion and reduced job satisfaction if not effectively managed.

Despite the growing body of recent literature, several gaps remain. First, although psychological detachment has been linked to well-being and burnout, fewer studies have directly examined its relationship with job satisfaction in remote work contexts. Second, while remote work research has expanded significantly post-pandemic, there is limited focus on professional women as a distinct group, particularly in non-Western cultural settings. Third, existing studies often examine detachment, job satisfaction, and remote work independently rather than integrating these variables into a single framework. Additionally, there is a lack of culturally contextualized research that considers how societal norms and gender roles influence psychological detachment and job satisfaction among women.

### 3. METHODOLOGY

#### 3.1 Objectives of the Study

The present study aims to examine the relationship between psychological detachment and job satisfaction among remote-working professional women. The specific objectives are:

1. To assess the level of psychological detachment among remote-working professional women.
2. To evaluate the level of job satisfaction among remote-working professional women.
3. To examine the relationship between psychological detachment and job satisfaction.

### 3.2 Hypothesis

There is no significant relationship between psychological detachment and job satisfaction among remote-working professional women.

### 3.3 Study Design

The present study adopts a quantitative, correlational research design. This design is appropriate as it aims to examine the relationship between two psychological variables—psychological detachment and job satisfaction—without manipulating any variables. The sample for the present study consists of 100 remote-working professional women employed across diverse sectors, including information technology, education, healthcare, corporate services, and freelancing professions. The inclusion of participants from varied occupational backgrounds enhances the generalizability of findings across different professional domains.

A purposive sampling technique is employed to recruit participants who meet specific inclusion criteria relevant to the research objectives. Purposive sampling is a non-probability sampling method commonly used in social science research when the study requires participants with particular characteristics or experiences (Etikan et al., 2016). In this study, it ensures that all participants have relevant exposure to remote or hybrid work environments. The inclusion criteria for participation are as follows: (a) women currently engaged in remote or hybrid work arrangements, (b) aged between 22 and 50 years, and (c) employed in professional roles for a minimum duration of six months. These criteria are established to ensure that participants have sufficient experience in remote work settings to meaningfully respond to the measures. The exclusion criteria include women who are not currently working remotely and individuals with less than six months of professional work experience, as limited exposure may not adequately reflect stable work patterns or experiences of psychological detachment.

### 3.4 Tools / Scales Used

Psychological detachment is assessed using the Psychological Detachment subscale of the Recovery Experience Questionnaire, developed by Sonnentag and Fritz (2007). This subscale consists of four items designed to measure the extent to which individuals mentally disengage from work during non-working hours. Responses are recorded on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating greater levels of psychological detachment. The scale has been widely used in occupational health research and has demonstrated strong psychometric properties, including good internal consistency and construct validity (Sonnentag & Fritz, 2007).

Job satisfaction is measured using the Job Satisfaction Index developed by Schriesheim and Tsui (1980). This scale comprises six items that assess overall job satisfaction across key dimensions, including satisfaction with the work itself, supervision, coworkers, pay, promotion opportunities, and the job in general. Participants respond using a 5-point Likert-type scale ranging from strongly disagree to strongly agree. The scale provides a comprehensive yet concise measure of job satisfaction and has been extensively used in organizational research. The reliability of the Job Satisfaction Index has been reported to be acceptable, with coefficient alpha values ranging from .73 to .78 (Cohen, 1997; Tsui et al., 1992). Evidence of validity is also well established, as job satisfaction scores have been found to correlate positively with variables such as age, tenure, organizational commitment, coping ability, and perceived organizational support, and negatively with absenteeism, work-non-work conflict, and occupational instability (Cohen, 1997; Tsui et al., 1992). These psychometric properties support the suitability of the scale for the present study. In addition, a self-constructed demographic information sheet is used to collect relevant participant details, including age, marital status, profession, years of work experience, and type of work arrangement (fully remote or hybrid). This information aids in describing the sample and contextualizing the findings.

### 3.5 Data Collection Procedure

Data for the present study are collected using an online survey method, which is particularly suitable for accessing remote-working populations. The questionnaire is designed and administered through digital platforms such as Google Forms, enabling efficient data collection across geographically

dispersed participants. Participants are recruited through professional networks, organizational contacts, and social media platforms. Prior to participation, individuals are provided with an informed consent form that clearly outlines the purpose of the study, procedures involved, voluntary nature of participation, confidentiality assurances, and the right to withdraw at any time without penalty. Only those who provide informed consent are allowed to proceed with the survey. The survey begins with the demographic information sheet, followed by the Psychological Detachment Scale and the Job Satisfaction Index. The structured format ensures a smooth and logical flow of responses. The average time required to complete the questionnaire is approximately 10–15 minutes, minimizing participant burden and enhancing response quality. Data collection is carried out over a period of four weeks to ensure adequate sample size and diversity.

**3.6 Data Analysis Plan**

The collected data are analyzed using statistical software such as the Statistical Package for the Social Sciences (SPSS). Both descriptive and inferential statistical techniques are employed to address the research objectives. Descriptive statistics, including means, standard deviations, and frequency distributions, are computed to summarize the characteristics of the sample and the levels of psychological detachment and job satisfaction. These statistics provide an overview of central tendencies and variability within the data. To examine the relationship between psychological detachment and job satisfaction, Pearson’s product–moment correlation coefficient is used. This method is appropriate for assessing the strength and direction of linear relationships between continuous variables (Field, 2018). A simple linear regression analysis is conducted to determine whether psychological detachment significantly predicts job satisfaction. Regression analysis helps in understanding the extent to which variations in the independent variable (psychological detachment) explain changes in the dependent variable (job satisfaction). All hypotheses are tested at a significance level of  $p < .05$ , which is the conventional threshold for determining statistical significance in social science research (Field, 2018).

**3.7 Ethical Considerations**

The present study adheres to established ethical guidelines for conducting research involving human participants. Prior to data collection, participants are provided with detailed information about the study and are required to give informed consent, ensuring that their participation is voluntary and based on adequate understanding of the research. Confidentiality is strictly maintained by ensuring that no personally identifiable information is collected. Responses are recorded anonymously, and data are used solely for academic and research purposes. Participants are also informed of their right to withdraw from the study at any stage without any negative consequences. The study follows the principle of non-maleficence, ensuring that participation does not cause any physical or psychological harm. The questions included in the survey are non-invasive and pertain only to general work experiences. All collected data are securely stored and accessed only by the researcher, in accordance with ethical standards for data protection (American Psychological Association, 2017). These measures ensure that the study upholds the highest standards of ethical integrity and participant welfare.

**4. RESULTS**

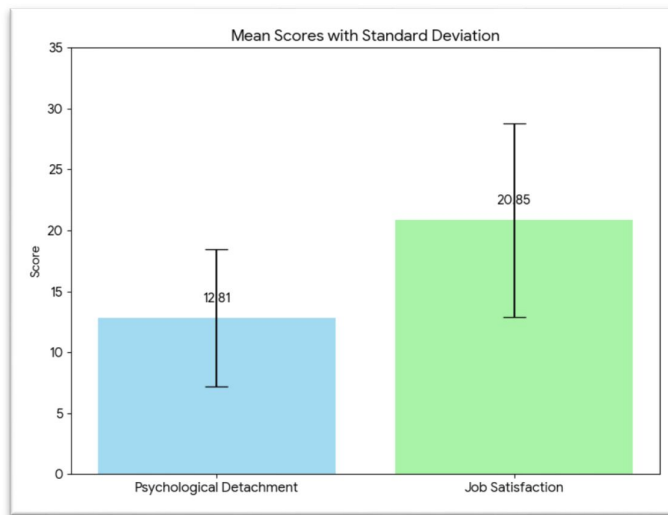
**Table 1: Descriptive Statistics for Grit and Academic Procrastination (N=100)**

|                          | Descriptive Statistics |           |           |           |                |           |            |           |            |
|--------------------------|------------------------|-----------|-----------|-----------|----------------|-----------|------------|-----------|------------|
|                          | N                      | Minimum   | Maximum   | Mean      | Std. Deviation | Skewness  |            | Kurtosis  |            |
|                          | Statistic              | Statistic | Statistic | Statistic | Statistic      | Statistic | Std. Error | Statistic | Std. Error |
| Psychological Detachment | 100                    | 4         | 20        | 12.81     | 5.637          | -.170     | .241       | -1.435    | .478       |
| Job satisfaction         | 100                    | 7         | 30        | 20.85     | 7.927          | -.656     | .241       | -1.056    | .478       |
| Valid N (list wise)      | 100                    |           |           |           |                |           |            |           |            |

The present study aimed to assess the levels of psychological detachment and job satisfaction and to explore their relationship among remote-working professional women. Descriptive statistical

analysis was conducted for both variables, and the results are presented in detail below. A total of 100 participants were included in the study. The analysis of psychological detachment scores revealed that the values ranged from a minimum of 4 to a maximum of 20, with a mean score of 12.81 and a standard deviation of 5.637. The mean value suggests that, on average, participants demonstrated a moderate level of psychological detachment from work during non-working hours. However, the relatively high standard deviation indicates substantial variability among participants, implying that while some individuals were able to effectively disengage from work, others experienced difficulty in mentally detaching from job-related thoughts and responsibilities.

In terms of distribution characteristics, the skewness value for psychological detachment was -0.170 (SE = 0.241), indicating that the distribution is approximately symmetrical with a slight negative skew. This suggests that a marginally higher number of participants reported higher levels of psychological detachment. The kurtosis value was -1.435 (SE = 0.478), indicating a platykurtic distribution, which reflects a flatter distribution with scores dispersed more evenly across the range rather than being concentrated around the mean.



**Figure 1: Distribution Comparison of Grit and Academic Procrastination Scores**

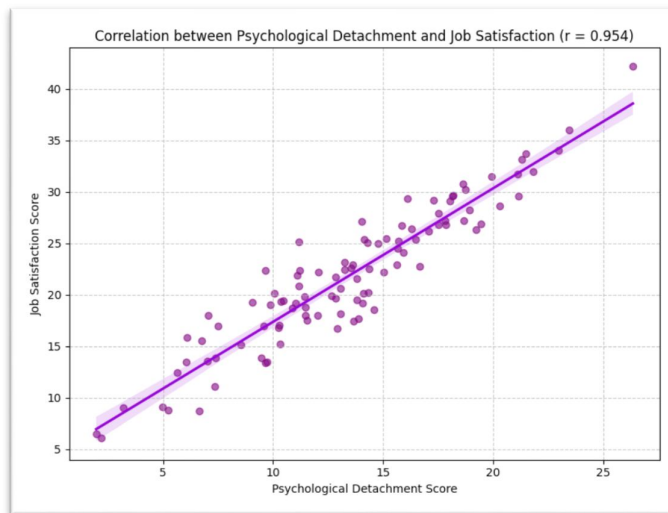
With respect to job satisfaction, the scores ranged from 7 to 30, with a mean of 20.85 and a standard deviation of 7.927. The mean score indicates that participants, on average, experienced a moderately high level of job satisfaction in their remote working roles. Similar to psychological detachment, the standard deviation is relatively high, suggesting considerable individual differences in job satisfaction levels among the participants. The distribution of job satisfaction scores showed a skewness value of -0.656 (SE = 0.241), indicating a moderate negative skew. This implies that a greater proportion of participants reported higher levels of job satisfaction. The kurtosis value was -1.056 (SE = 0.478), again indicating a platykurtic distribution, suggesting that the data are more evenly spread and less peaked compared to a normal distribution. The skewness and kurtosis values for both variables fall within acceptable limits ( $\pm 2$ ), suggesting that the data are approximately normally distributed and suitable for further parametric statistical analyses.

**Table 3: Pearson Correlation Coefficients for Psychological Detachment and Job Satisfaction (N=100)**

| Correlations             |                            |                          |                  |
|--------------------------|----------------------------|--------------------------|------------------|
|                          |                            | Psychological Detachment | Job satisfaction |
| Psychological Detachment | <b>Pearson Correlation</b> | <b>1</b>                 | <b>.954**</b>    |
|                          | <b>Sig. (2-tailed)</b>     |                          | <b>.000</b>      |
|                          | <b>N</b>                   | <b>100</b>               | <b>100</b>       |
| Job satisfaction         | <b>Pearson Correlation</b> | <b>.954**</b>            | <b>1</b>         |
|                          | <b>Sig. (2-tailed)</b>     | <b>.000</b>              |                  |
|                          | <b>N</b>                   | <b>100</b>               | <b>100</b>       |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

To examine the relationship between psychological detachment and job satisfaction among remote-working professional women, a Pearson product-moment correlation analysis was conducted. The results are presented in Table 3. The analysis revealed a **very strong positive correlation** between psychological detachment and job satisfaction ( $r = .954$ ,  $N = 100$ ,  $p < .001$ ). This indicates that higher levels of psychological detachment are associated with higher levels of job satisfaction among the participants. In other words, individuals who are more capable of mentally disengaging from work during non-working hours tend to report greater satisfaction with their jobs. The significance value ( $p = .000$ , two-tailed) indicates that the obtained correlation is statistically significant at the 0.01 level. Since the p-value is well below the conventional threshold of 0.01, the likelihood that this relationship occurred by chance is extremely low. This suggests that the observed association between the two variables is both meaningful and reliable. The magnitude of the correlation coefficient ( $r = .954$ ) indicates an exceptionally strong relationship. According to commonly accepted guidelines for interpreting correlation strength, values above .90 reflect a near-perfect positive association. This suggests that psychological detachment plays a substantial role in influencing job satisfaction among remote-working professional women in the present study.



**Figure 2: Scatter Plot Showing the Relationship Between Grit and Academic Procrastination**

The null hypothesis ( $H_0$ ) of the study stated that there is no significant relationship between psychological detachment and job satisfaction among remote-working professional women. Based on the results of the Pearson correlation analysis, this null hypothesis is **rejected**. Since a strong, positive, and statistically significant relationship was found between psychological detachment and job satisfaction ( $r = .954$ ,  $p < .001$ ), it can be concluded that psychological detachment is significantly associated with job satisfaction in the sample. Thus, the alternative hypothesis is supported. In line with the third objective of the study, the findings clearly demonstrate that psychological detachment is

positively and significantly related to job satisfaction. This implies that the ability to mentally disconnect from work during off-job time may contribute to enhanced well-being and satisfaction in professional roles, particularly in remote working contexts where boundaries between work and personal life are often blurred.

## 5. DISCUSSION

The present study aimed to assess the levels of psychological detachment and job satisfaction and to examine the relationship between these variables among remote-working professional women. The findings revealed that participants reported moderate levels of psychological detachment and moderately high levels of job satisfaction. More importantly, the study identified a very strong and statistically significant positive relationship between psychological detachment and job satisfaction ( $r = .954$ ,  $p < .001$ ), indicating that individuals who are better able to mentally disengage from work during non-working hours tend to experience higher levels of job satisfaction.

The observed moderate level of psychological detachment suggests that although participants are somewhat able to disconnect from work, complete disengagement may be challenging in remote work settings. This is consistent with recent research highlighting that remote work often blurs the boundaries between professional and personal life, making it difficult for employees to psychologically detach after work hours (Sonnetag & Niessen, 2020; Wang et al., 2021). The variability in detachment levels observed in this study further supports the notion that individual differences, such as coping strategies, workload, and boundary management skills, influence the ability to disengage from work (Allen et al., 2021).

The findings also indicate that participants experienced moderately high job satisfaction, suggesting that remote working arrangements may offer certain benefits, such as flexibility and autonomy, which enhance satisfaction (Gajendran & Harrison, 2022; Choudhury et al., 2021). However, the relatively high standard deviation points to disparities in job satisfaction, possibly due to differences in work demands, organizational support, and home environments. Recent studies have emphasized that while remote work can increase satisfaction for some employees, it may simultaneously create challenges such as social isolation, role overload, and work-family conflict for others (Kniffin et al., 2021; Molino et al., 2020).

A key finding of the study is the exceptionally strong positive correlation between psychological detachment and job satisfaction. This suggests that psychological detachment plays a critical role in enhancing employees' work-related well-being. This finding aligns with the effort-recovery model, which posits that detachment from work allows individuals to recover from job demands and replenish their psychological resources, thereby improving well-being and job-related attitudes (Sonnetag & Fritz, 2015). More recent empirical evidence also supports this relationship, indicating that employees who successfully detach from work report higher job satisfaction, lower burnout, and better overall mental health (Bennett et al., 2022; Park et al., 2021).

The strength of the correlation observed in this study ( $r = .954$ ) is notably higher than typically reported in the literature, where moderate to strong relationships are more common. While this underscores the importance of psychological detachment, it may also suggest the presence of contextual factors specific to the sample, such as the unique demands of remote work or shared environmental conditions among participants. Recent studies conducted in post-pandemic work contexts similarly highlight that psychological detachment has become an even more crucial determinant of employee well-being due to increased digital connectivity and the erosion of work-life boundaries (Vaziri et al., 2020; Rudolph et al., 2021).

The results of the hypothesis testing further strengthen these findings. The null hypothesis, which stated that there is no significant relationship between psychological detachment and job satisfaction, was rejected. This indicates that psychological detachment is a significant predictor of job satisfaction among remote-working professional women. This finding is consistent with recent research demonstrating that the ability to disengage from work not only enhances recovery but also contributes to more positive evaluations of one's job (Sonnetag et al., 2022; Chen & Karahanna, 2023). From a practical perspective, these findings highlight the importance of fostering psychological detachment in

remote work environments. Organizations should consider implementing policies and interventions that support work–life boundaries, such as encouraging employees to disconnect after work hours, limiting after-hours communication, and promoting flexible yet structured work schedules. Additionally, training programs focused on boundary management and recovery strategies may help employees enhance their detachment and, in turn, improve job satisfaction (Allen et al., 2021; Bennett et al., 2022). The present study underscores the critical role of psychological detachment in enhancing job satisfaction among remote-working professional women. The findings contribute to the growing body of literature emphasizing the importance of recovery experiences in modern work environments and highlight the need for both individuals and organizations to prioritize psychological detachment as a key component of employee well-being and sustainable work practices.

## 6. CONCLUSION

The present study was undertaken to examine the levels of psychological detachment and job satisfaction and to explore the relationship between these variables among remote-working professional women. The findings of the study revealed that participants experienced moderate levels of psychological detachment and moderately high levels of job satisfaction. More importantly, a very strong and statistically significant positive relationship was found between psychological detachment and job satisfaction, indicating that the ability to mentally disengage from work during non-working hours is closely associated with higher job satisfaction. The rejection of the null hypothesis confirms that psychological detachment is a significant factor linked to job satisfaction in the present sample. This highlights the critical role of recovery experiences in shaping employees' work-related attitudes and overall well-being, particularly in remote work settings where the boundaries between work and personal life are often blurred.

The findings of this study have important theoretical and practical implications. From a theoretical perspective, the study reinforces contemporary frameworks such as the effort–recovery model by demonstrating the importance of psychological detachment in maintaining positive occupational outcomes. From a practical standpoint, the results emphasize the need for organizations to foster a work culture that supports clear work–life boundaries, encourages disengagement from work during off-hours, and promotes employee well-being. Interventions such as structured work schedules, reduced after-hours communication, and training in boundary management may enhance employees' ability to detach, thereby improving job satisfaction. However, the study is not without limitations. The cross-sectional design restricts causal interpretations, and the reliance on self-report measures may introduce bias. Additionally, the exceptionally high correlation observed suggests the need for cautious interpretation and further validation through future research. The study contributes to the growing body of literature on remote work and employee well-being by highlighting psychological detachment as a key determinant of job satisfaction among remote-working professional women. As remote work continues to expand globally, fostering effective psychological detachment will be essential for ensuring sustainable work practices and enhancing employee satisfaction and quality of life.

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