

Remote Work and Employee Mental Well-being: Findings from NGOs in Nairobi County, Kenya

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Abstract: *This study examined the influence of remote work on employee mental well-being among employees of non-governmental organizations in Nairobi County, Kenya. A descriptive research design and quantitative approach were adopted. The target population consisted of 844 employees from 40 NGOs, from which a sample of 272 respondents was selected using Yamane's formula. Data were collected using structured questionnaires and analyzed using descriptive statistics, Pearson correlation, and simple linear regression. The findings showed a strong positive relationship between remote work and employee mental well-being, with $r = 0.725$ and $p < 0.05$. Regression analysis further showed that remote work significantly predicted employee mental well-being, with $B = 0.261$ and $p < 0.05$, while the model explained 52.6% of the variance in employee mental well-being. The findings indicate that appropriately structured remote work can support employee well-being through flexibility and improved work-life balance. The study concludes that remote work is an important predictor of employee mental well-being among NGOs in Nairobi County. Organizations should therefore strengthen communication, remote-work support systems, and employee mental-health support.*

Keywords: Remote Work, Mental Well-being, NGOs, Work-Life Balance, Nairobi County

1. Introduction

Employee mental well-being has become a critical concern in modern organizations due to evolving work environments and increasing job demands. Mental well-being refers to an individual's psychological state, including their ability to manage stress, maintain productivity, and balance work and personal life. Globally, poor employee mental well-being has been associated with increased absenteeism, reduced productivity, and higher turnover rates, making it a key organizational priority [14], [12]. Rapid advances in digital technologies and the disruptions caused by the COVID-19 pandemic have accelerated the adoption of remote work, fundamentally transforming traditional work arrangements [13]. Remote work, defined as performing job tasks outside the conventional office setting using digital technologies, has emerged as a dominant feature of contemporary workplaces. While remote work offers flexibility and autonomy, its implications for employee mental well-being remain complex and context-dependent. Globally, empirical studies present mixed findings on the relationship between remote work and employee mental well-being. On one hand, remote work has been found to enhance work-life balance, reduce commuting stress, and improve job satisfaction [1], [10]. On the other hand, excessive remote work has been linked to increased social isolation, blurred work-life boundaries, and digital fatigue, which negatively affect psychological well-being [2], [13]. [15] found that while remote work improved flexibility, it also increased emotional exhaustion due to prolonged screen exposure and reduced social interaction. These conflicting findings suggest that organizational support systems, job structure, and individual coping mechanisms shape how remote work affects mental well-being.

In the African context, remote work adoption has grown significantly, particularly in urban areas, following the

COVID-19 pandemic. However, contextual factors such as digital infrastructure, internet accessibility, and organizational readiness still shape its effectiveness in enhancing employee mental well-being [3]. Studies in Sub-Saharan Africa indicate that while remote work improves flexibility and reduces commuting-related stress, it may also increase psychological strain due to inadequate technological support and unclear work structures [7],[11]. Furthermore, cultural expectations and managerial practices in many African organizations may limit the full realization of remote work benefits, thereby affecting employee well-being outcomes. In Kenya, remote work has increasingly been adopted across sectors, particularly in knowledge-intensive and service-oriented organizations. Within the non-governmental organization (NGO) sector, employees often operate under high-pressure conditions characterized by heavy workloads, donor expectations, and emotionally demanding tasks. While remote work offers flexibility and reduces commuting stress, it also creates challenges such as limited social interaction, blurred work-life boundaries, and a higher risk of burnout [8], [4]. A study by [5] in Nairobi County found that remote work positively influenced employee mental well-being when supported by adequate technology and clear communication structures. However, the study also noted that poorly structured remote work arrangements contributed to stress and reduced employee engagement. Despite the growing adoption of remote work among NGOs in Nairobi County, empirical evidence on how remote work affects employees' mental well-being in this context remains limited. Most existing studies focus on corporate and public sector organizations, with little attention to NGOs, which operate under unique conditions such as resource constraints, high emotional demands, and complex stakeholder expectations. This creates a contextual and empirical gap in understanding how remote work shapes employee mental well-being in NGOs. Therefore, this study

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examined how remote work influences employee mental well-being in NGOs in Nairobi County, Kenya.

1.2 Statement of the Problem

The rapid adoption of remote work arrangements, particularly following the COVID-19 pandemic, was expected to enhance employee mental well-being by offering greater flexibility, autonomy, and improved work-life balance. Ideally, remote work enables employees to reduce commuting stress, manage personal and professional responsibilities more effectively, and operate in more comfortable work environments, thereby improving psychological well-being and job satisfaction [13],[14]. In organizational contexts, especially within non-governmental organizations (NGOs), such flexibility is expected to support employees working under demanding conditions by reducing burnout and enhancing resilience. However, in practice, the effects of remote work on employees' mental well-being remain inconsistent and, in some cases, contradictory. Empirical studies indicate that while remote work can improve work-life balance, it may also lead to unintended negative consequences such as social isolation, blurred work-life boundaries, increased workload, and digital fatigue [2],[15]. These challenges are especially pronounced when remote work lacks clear organizational structures, effective communication systems, and adequate technological resources. As a result, employees may experience increased stress, emotional exhaustion, and reduced overall well-being despite the intended benefits of remote work arrangements.

In Sub-Saharan Africa, particularly Kenya, contextual factors such as limited digital infrastructure, unreliable internet connectivity, and varying levels of organizational preparedness further shape the effectiveness of remote work in promoting employee mental well-being [3],[7]. In Nairobi County NGOs, employees work in high-pressure environments marked by heavy workloads, donor expectations, and emotionally demanding tasks. While these organizations have increasingly adopted remote work, it may exacerbate existing challenges by intensifying work demands, reducing social interaction, and limiting access to psychosocial support systems [8]. Despite the growing relevance of remote work in the NGO sector, empirical evidence on its specific influence on employees' mental well-being in this context remains limited. Most existing studies focus on corporate and public sector organizations, with little attention to NGOs, which have unique operational dynamics and stressors. This creates a contextual and empirical gap in understanding how remote work affects key aspects of mental well-being, such as stress levels, burnout, and work-life balance, among NGO employees in Nairobi County. Without such evidence, organizations risk implementing remote work arrangements that may unintentionally undermine employee well-being and organizational performance. Therefore, this study examined the influence of remote work on employee mental well-being in NGOs in Nairobi County, Kenya.

1.3 Objective of the Study

The objective of the study was to determine the effect of remote work on employee mental well-being in NGOs in Nairobi County, Kenya

1.4 Research Hypothesis

Ho: Remote work has no statistically significant effect on employee mental well-being

1.5 Significance of the Study

This study was important to various stakeholders involved in human resource management and employee well-being in Kenya, particularly within non-governmental organizations in Nairobi County. The study provided policymakers and government agencies with useful insights into how remote work affects employees' mental well-being. The findings informed policy formulation and improvement aimed at enhancing the effectiveness of remote work arrangements while safeguarding employee mental health. The study offered valuable insights for human resource practitioners and organizational leaders by highlighting the strengths and challenges of remote work as a modern work arrangement. These findings helped improve the design, implementation, and management of remote work systems, enhancing employee well-being, productivity, and organizational performance. For employees, including those working in NGOs, the study enhanced understanding of how remote work affects mental well-being. This supported better adaptation to remote work environments, promoted healthier work practices, and contributed to improved work-life balance and psychological well-being. The study also contributed to academic knowledge by addressing gaps in the literature on how remote work affects employees' mental well-being, particularly in the NGO sector in a developing-country context. It also served as a reference for future research in human resource management, organizational psychology, and occupational health. Finally, the study provided development partners and organizations involved in workforce development with insights on how to strengthen workplace wellbeing initiatives. This promoted healthier work environments, improved employee outcomes, and enhanced the sustainability of NGO operations in Nairobi County.

2. Literature Review

This section reviews the theoretical and empirical literature on remote work and employee mental well-being. The theoretical framework outlined the reviewed theories that formed the study's foundation. The empirical studies were reviewed in line with the study objective and were conceptualized into a framework.

2.1 Theoretical Review

This study was anchored in Work-Life Balance Theory, advanced by [18]. The theory posits that individuals simultaneously perform multiple roles, including work and personal life roles, and that balancing these roles is essential for overall well-being and life satisfaction. It suggests that imbalance occurs when one role's demands interfere with the ability to fulfill the other, leading to stress, burnout, and reduced psychological well-being. The theory has been widely applied in modern organizational contexts, particularly with the rise of flexible and remote work arrangements. Recent research emphasizes that flexible work structures, such as remote work, can enhance work-life

balance by giving employees greater control over their schedules and work environments [17], [13]. However, contemporary studies also highlight that remote work can blur the boundaries between work and personal life, leading to role conflict, increased workload, and difficulty disengaging from work, thereby negatively affecting mental well-being [20],[2]. These developments show that while remote work can improve balance, its effectiveness depends on how well people manage boundaries. Despite its relevance, the theory has been critiqued for assuming that balance is always achievable, whereas in reality, individuals experience varying levels of integration between work and personal life depending on contextual and personal factors. Additionally, critics argue that “balance” is subjective and may differ across individuals and cultures [19]. This study adopted this theory because it provides a strong foundation for understanding how remote work influences employees' mental well-being by affecting work–life balance. It supports the study objective by explaining how remote work arrangements can enhance or disrupt the work-life balance, thereby affecting key mental well-being outcomes such as stress, burnout, and overall psychological health.

2.2 Empirical Review

Empirical studies on remote work and employee mental well-being have been widely conducted across global, regional, and local contexts, focusing on how remote work influences psychological outcomes such as stress, burnout, job satisfaction, and work–life balance. Globally, [13] examined remote work during the COVID-19 pandemic across multiple organizations in the United States. The study utilized quantitative survey data focusing on variables such as remote work intensity, work design, and employee mental well-being indicators, including stress and burnout. The authors analyzed the data using regression and found that remote work significantly improved employee mental well-being when supported by clear job structures, but poorly managed remote work increased stress and emotional exhaustion. Similarly, [10] conducted a study in Australia using survey data collected from employees working remotely across different sectors. The study examined variables such as remote work conditions and psychological distress, and analyzed the data using regression techniques. The findings indicated that structured remote work reduced stress and improved well-being, while a lack of ergonomic and organizational support increased mental health risks. Further, [2] conducted a large-scale study across European Union member states using secondary survey data to examine remote work frequency and mental well-being outcomes. The study used multivariate analysis to examine variables such as working hours, work intensity, and emotional well-being. The findings showed that moderate levels of remote work improved employee well-being, whereas excessive remote work led to social isolation and increased stress. In addition, [15] conducted a study in the United States using quantitative survey data to assess the impact of working from home on mental well-being. The study focused on variables such as work environment, stress, and emotional well-being and analyzed them using statistical modeling. The findings showed that remote work improved work-life balance but increased emotional exhaustion because blurred work-life boundaries heightened demands.

In Asia, [16] conducted a study in China examining remote work and employee well-being using panel data from employees in service organizations. The study used regression analysis to examine variables such as autonomy, workload, and mental well-being. The findings indicated that remote work significantly improved job satisfaction and reduced stress when employees had autonomy, but increased workload negatively affected well-being. Similarly, [6] conducted a study in Italy using survey data to examine the relationship between remote work and technostress. They analyzed the data using structural equation modeling and found that remote work increased technostress, which negatively affected employees' mental well-being. From a regional perspective, [11] conducted a study in Nigeria examining the effects of remote work on employee well-being, using primary data collected via questionnaires. The study focused on variables such as stress levels, job satisfaction, and emotional stability, and analyzed them using multiple regression. The findings revealed that remote work significantly improved employee mental well-being by reducing stress and enhancing work–life balance. Similarly, [7] conducted a study in Kenya examining hybrid work and employee well-being, using survey data from urban organizations. The study analyzed variables such as remote work practices and mental well-being using regression analysis. The findings indicated that remote work positively influenced well-being when supported by effective communication and organizational support systems.

In East Africa, [9] conducted a study in Rwanda that examined remote work efficiency using secondary data from organizations that adopted remote work. The study analyzed variables such as work flexibility and employee well-being using trend analysis. The findings showed that remote work improved mental well-being through reduced commuting stress, but challenges such as limited social interaction affected employee morale. Locally, [5] conducted a study in Nairobi County examining remote work and employee mental well-being using survey data collected through structured questionnaires. The study analyzed variables such as remote work practices, stress levels, and job satisfaction using descriptive statistics and regression analysis. The findings revealed a positive and statistically significant relationship between remote work and employee mental well-being, particularly when supported by adequate technology and clear performance expectations. Similarly, [8] studied NGOs in Nairobi, examining work flexibility and employee well-being using quantitative survey data analyzed through regression techniques. The findings indicated that remote work improved work-life balance and reduced stress, but also introduced challenges, including increased workload pressure and blurred work boundaries. Additionally, [4] conducted a study in Kenya examining remote work and employee well-being, using cross-sectional survey data analyzed with correlation and regression analyses. The findings showed that remote work significantly improved employee mental well-being by enhancing flexibility and autonomy, although the lack of structured policies increased stress levels. Overall, the reviewed empirical studies consistently demonstrate that remote work significantly affects employees' mental well-being. While remote work enhances flexibility, reduces stress, and improves work-life balance, it also presents challenges such as social isolation, increased workload, and blurred

boundaries between work and personal life. Despite extensive global and regional evidence, empirical research on NGOs in Nairobi County remains limited. This gap justifies the current study.

2.3 Conceptual Framework

This conceptual framework illustrates the relationship between the independent and dependent variables. The study's dependent variable was employees' mental well-being, while the independent variable was remote work. The study examined remote work through key aspects, including work flexibility, autonomy, and virtual work arrangements. These aspects were expected to influence employee mental well-being outcomes, including stress levels, burnout, and work-life balance. Figure 1 below illustrates the relationship between remote work and employee mental well-being.

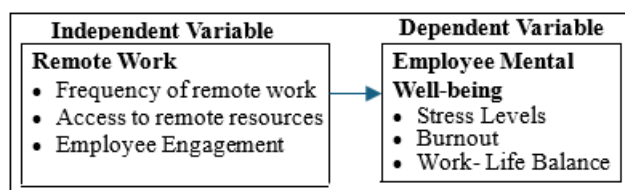


Figure 1: Conceptual Framework

3. Research Methodology

This study adopted a descriptive research design to examine the effect of remote work on employee mental well-being in non-governmental organizations in Nairobi County, Kenya. The study targeted 844 employees across 40 NGOs, from whom a sample of 272 respondents was selected using the [25] formula. The study collected data using structured questionnaires with Likert-scale items. The researchers piloted the instruments to ensure clarity and reliability. The researchers established validity through expert review and alignment with the study objectives, and tested reliability using Cronbach's Alpha, with a threshold of $\alpha \geq 0.7$ considered acceptable. Data collection employed a drop-and-pick approach while ensuring confidentiality and adherence to ethical standards. Quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS) version 27, employing descriptive statistics, Pearson correlation, and

simple linear regression to examine relationships among variables. The model was specified as follows:

$$MWB = \beta_0 + \beta_1 RW + \varepsilon \dots \dots (i)$$

Where MWB represents employee mental well-being and RW represents remote work. A normality test was conducted to ensure that the assumptions of regression analysis were met. The findings were presented using tables and narrative explanations.

4. Research Findings

This section presents findings on the effects of remote work on employees' mental well-being in non-governmental organizations in Nairobi County, Kenya. The results were based on data collected through structured questionnaires and were analyzed using descriptive and inferential statistical techniques.

Response Rate

A total of 272 questionnaires were distributed to the targeted respondents; 231 were completed and returned, yielding an overall response rate of 84.9%, as shown in Table 1 below.

Table 1: Response Rate of Questionnaires

Category	Questionnaires Issued	Questionnaires Returned	Response Rate (%)
NGO Employees	272	231	84.9
Total	272	231	84.9

Of the 272 questionnaires issued, 231 were returned, for an overall response rate of 84.9%. This high response rate provided adequate data for the planned analysis. The response rate exceeded the acceptable threshold for survey research, thus enhancing the credibility and generalizability of the study findings.

Descriptive Statistics for Remote Work

Respondents indicated their level of agreement with statements about remote work and its impact on task management, productivity, work-life balance, and mental well-being. Table 7 summarizes the findings, showing frequencies, percentages, mean scores, and standard deviations for each item.

Table 2: Respondents' perceptions on Remote Work

Statement	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)	Mean	SD
Regular opportunities for remote work improve the ability to manage tasks effectively.	7 (2.4%)	13 (4.4%)	18 (6.50%)	88 (30.2%)	105 (36.0%)	4.05	0.98
More frequent remote work improves work-life balance.	6 (2.0%)	9 (3.1%)	19 (6.80%)	88 (30.2%)	109 (37.4%)	4.08	0.97
Consistent remote work arrangements help reduce stress levels associated with workplace demands.	8 (3.1%)	12 (4.1%)	23 (8.20%)	95 (32.70%)	93 (31.6%)	3.97	1.01
Adequate access to tools and resources for remote work enhances productivity and mental well-being.	7 (2.4%)	10 (3.4%)	18 (6.50%)	108 (37.1%)	88(30.2%)	4.02	0.97
Reliable remote work resources support task completion without added stress.	6 (2.0%)	13 (4.4%)	16 (5.80%)	94 (32.3%)	102 (35.0%)	4.05	0.96
Insufficient remote work resources increase challenges and mental strain.	8 (3.1%)	14 (4.8%)	11 (4.10%)	100 (34.0%)	98 (33.6%)	4	0.99
Engagement with team members remains effective through remote communication tools.	19 (6.8%)	24 (8.5%)	30 (10.2%)	90 (30.6%)	68 (23.5%)	3.66	1.15
Collaboration during remote work helps maintain emotional well-being.	7 (2.4%)	11 (4.1%)	18 (6.10%)	105 (36.1%)	90 (31.0%)	4.03	0.97
Engagement strategies in remote work settings reduce feelings of isolation and improve morale.	10 (3.4%)	13 (4.8%)	20 (6.80%)	85 (29.3%)	103 (35.4%)	4	0.99
Overall Mean and SD						4.01	0.99

The results showed that regular opportunities for remote work greatly improved employees' ability to manage tasks effectively, as indicated by a high average score (Mean = 4.05, SD = 0.98). This result aligned with earlier studies by [1] and [10], which reported that remote work improved task organization and efficiency by reducing commuting time and giving employees more control over their work schedules. The current study, therefore, supports existing evidence that remote work arrangements positively affect employee performance and mental well-being. Respondents also reported that more frequent remote work improved work-life balance (Mean = 4.08, SD = 0.97). This finding aligns with previous studies by [21] and [22], which found that remote and hybrid work models support better integration of work and personal responsibilities and reduce stress. These results are consistent with earlier research and confirm that remote work remains a key factor in promoting work-life balance within NGOs.

Consistent remote work arrangements were also found to decrease stress related to workplace demands (Mean = 3.97, SD = 1.01). This finding supports earlier research by [2] and [24], which found that structured, predictable remote work routines lead to lower psychological strain. The current study, therefore, confirms that regularity in remote work, rather than sporadic setups, is vital for mental well-being. Engagement with team members via remote communication tools showed a relatively low average score (Mean = 3.66, SD = 1.15), indicating minor challenges in maintaining interpersonal interaction. This finding aligns with earlier studies by [10] and [2], which noted that while remote work increased flexibility, it could also lead to feelings of isolation if not properly managed. However, collaboration during remote work supported emotional well-being (Mean = 4.03, SD = 0.97), and engagement strategies helped reduce feelings of isolation and boost morale (Mean = 4.00, SD = 0.99). These results aligned with [23], who highlighted the importance of intentional communication and collaboration mechanisms in remote settings. Overall, the composite mean score (Mean = 4.01, SD = 0.99) showed a strong positive perception of remote work among respondents. The findings aligned closely with earlier empirical studies and showed that remote work improved task management, work-life balance, mental well-being, and productivity when supported by adequate resources and effective engagement strategies. Unlike some earlier studies in corporate environments, this study extended these findings to the NGO sector in Nairobi County, confirming that the benefits of remote work are not limited to private-sector organizations.

4.2 Correlation Analysis

This study conducted a correlation analysis to determine the strength and direction of the relationship between remote work and employee mental well-being.

Table 3: Correlation Coefficient

Variables	Remote Work	Employee Mental Wellbeing
Remote Work	1	0.725**
Employee Mental Wellbeing	0.725**	1

Note: Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows a strong positive relationship between remote work and employee mental well-being ($r = 0.725$, $p < 0.05$). This suggests that improvements in remote work arrangements were associated with better mental well-being among NGO employees in Nairobi County.

4.3 Model Summary

A simple linear regression analysis was conducted to determine the extent to which remote work predicts employee mental well-being.

Table 4: Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.725	0.526	0.524	0.438

The model summary results in Table 3 showed an R-value of 0.725, consistent with the correlation results, indicating a strong positive relationship between remote work and employee mental well-being. The R-squared value of 0.526 implies that remote work explained 52.6% of the variation in employee mental well-being. This shows that remote work strongly predicts mental well-being among NGO employees in Nairobi County. The adjusted R-squared value of 0.524 further confirms the model's reliability, while the standard error of the estimate (0.438) indicates a relatively low prediction error, suggesting the model fits the data well.

4.4 Analysis of Variance (ANOVA)

An Analysis of Variance (ANOVA) was conducted to test the statistical significance of the regression model in explaining the relationship between remote work and employee mental well-being.

Table 5: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.684	1	25.684	132.87	0
Residual	23.168	229	0.101		
Total	48.852	230			

Table 5 shows that the regression model was statistically significant ($F(1, 229) = 132.87$, $p < 0.001$), indicating that remote work significantly predicts employee mental well-being among NGO employees in Nairobi County. The significant F-statistic confirmed that the model fit the data well and that the independent variable (remote work) meaningfully affected the dependent variable.

4.5 Regression Coefficients

The regression coefficients were analyzed to determine the magnitude and significance of remote work's effect on employee mental well-being.

Table 6: Regression Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.372	0.205	—	6.693	0
Remote Work	0.261	0.029	0.725	9.165	0

Table 6 shows that remote work had a positive and statistically significant effect on employee mental-wellbeing ($\beta = 0.261$, $p < 0.05$). This implies that a one-unit increase in remote work led to a 0.261-unit increase in employee mental wellbeing, holding other factors constant. The standardized beta coefficient (0.725) further confirmed a strong positive influence, consistent with the correlation and model summary results. The t-value of 9.165 indicated that the relationship was statistically significant.

4.6 Hypothesis Testing

Hypothesis testing was conducted to determine whether remote work has a statistically significant effect on employee mental-wellbeing in NGOs in Nairobi County. The decision was based on the p-value from the regression analysis at the 5% significance level.

Table 7: Hypothesis Testing Results

Hypothesis	Beta (β)	t-value	Sig. (p-value)	Decision
H ₀ : Remote work has no significant effect on employee mental well-being	0.261	9.165	0	Rejected

Table 7 showed that remote work had a positive and statistically significant effect on employee mental-wellbeing ($\beta = 0.261$, $t = 9.165$, $p < 0.05$). Because the p-value was below the 0.05 significance level, the study rejected the null hypothesis. This implied that remote work significantly affected NGO employees' mental well-being in Nairobi County. The positive beta coefficient further suggested that improvements in remote work arrangements led to better mental-wellbeing outcomes.

5. Summary of Findings

The study examined the influence of remote work on employee mental well-being in non-governmental organizations in Nairobi County, Kenya. The findings revealed a strong positive relationship between remote work and employee mental wellbeing, as indicated by a correlation coefficient of $r = 0.725$. This suggests that improvements in remote work arrangements are associated with better mental-wellbeing outcomes. Further, regression analysis showed that remote work significantly influenced employee mental-wellbeing ($\beta = 0.261$, $p < 0.05$), indicating that remote work is a significant predictor of mental-wellbeing outcomes. The model summary revealed that remote work explained 52.6% of the variation in employee mental-wellbeing ($R^2 = 0.526$), demonstrating strong explanatory power. These findings confirm that remote work plays a critical role in enhancing employee wellbeing by improving flexibility and supporting work-life balance.

6. Conclusions

The study concludes that remote work is positively and significantly associated with employee mental well-being among employees of non-governmental organizations in Nairobi County. The findings indicate that well-structured remote-work arrangements are associated with greater flexibility, reduced work-related stress, and improved work-

life balance. However, organizations should address potential challenges, particularly social isolation, communication difficulties, and blurred boundaries between work and personal responsibilities. NGOs should therefore implement clear remote-work structures, adequate technological support, effective communication practices, and appropriate employee well-being support to maximize the potential benefits of remote working.

7. Recommendations

This section presents recommendations based on the study's findings and conclusions on the influence of remote work on employees' mental-wellbeing in non-governmental organizations in Nairobi County, Kenya. The recommendations aim to improve policy, practice, and decision-making to enhance the effectiveness of remote work arrangements in promoting employee wellbeing.

7.1 Recommendations for Policy

The study recommends that policymakers develop and strengthen frameworks that support the effective implementation of remote work in organizations. Policymakers should establish policies that promote structured remote work arrangements, protect employee wellbeing, and provide guidelines on workload management, work-life balance, and mental health support. Additionally, policies should promote fair and supportive remote work environments to improve employee wellbeing outcomes.

7.2 Recommendations for Decision Making

The study recommends that organizations, particularly non-governmental organizations, prioritize the effective implementation of remote work arrangements to enhance employee mental wellbeing. Capacity building through training and awareness programs is needed to help employees and managers adapt to remote work environments. Furthermore, decision-makers should adopt evidence-based approaches in managing remote work, ensuring clear communication, defined work expectations, and adequate support systems to improve employee wellbeing and organizational performance.

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