



Impact of Remote Work on Employee Engagement and Organizational Commitment: A Post-Pandemic Perspective

Sweta Patel, Vanshika Joshi

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Abstract

The COVID-19 pandemic intensely increased the use of remote work in organizations around the globe that changed the conventional workplace architecture and redefined employee-organization relations. Although telecommuting was initially adopted as a crisis measure, it has over time taken a long term working model that has been adopted by numerous organizations. This paper will analyze how remote work will affect employee engagement and organizational commitment during the post-pandemic period. The study is dedicated to three key points: motivation and commitment of the staff, the generational differences in terms of virtual workplace engagement, and the impact of telecommuting on work-life balance, as well as emotional satisfaction. The primary data were obtained using a structured questionnaire survey with the employees who work in remote or hybrid work settings. Analysis of the collected data was done by descriptive analysis, percentage analysis, chi-square tests, correlation analysis, and regression analysis. The results show that remote work is more flexible and better regarding work-life balance but can also introduce difficulties associated with communication, collaboration, and isolation at the workplace. The findings also reveal the generational difference in the level of engagement between employees of Gen Z and Millennials especially. On the whole, the research indicates that companies should implement enabling management strategies, online collaboration tools, and personal well-being programs to ensure engagement and organizational commitment at the workplace even in the context of remote work.

Keywords: Remote Work, Telecommuting, Employee Engagement, Organizational Commitment, Work-Life Balance, Post-Pandemic Workplace.



I. INTRODUCTION

i. Background and Overview of the Study

The COVID-19 pandemic has greatly changed the traditional workplace formations by enhancing the uptake of remote working in all organizations across the globe. The development of digital communication tools and cloud-based collaboration tools helped the employees to perform their tasks effectively even when they are not in the traditional office settings. Remote work has become an organizational trend as organizations began slowly switching crisis management to long-term hybrid work concepts. Research has shown that remote and hybrid work practices have the potential of enhancing employee retention and flexibility without having an adverse effect on productivity (Bloom et al., 2024). Moreover, according to the surveys conducted globally, teleworking has turned into a new reality in contemporary workplaces in numerous fields and geographic areas (Aksoy et al., 2023). The effect of remote work on the engagement of employees and organizational commitment is thus becoming an important issue to understand.

ii. *Problem statement*

Despite the various benefits of remote work like flexibility and less commuting time, it comes with a set of new challenges to both the organizations and the employees. Lack of in-person communication and interaction, communication barriers, and isolation in the workplace could harm the employee engagement and emotional attachment towards the organization (Wax et al., 2022). Moreover, telecommuters can have unclear work-life boundary that can be a source of stress and disruption of the work-life balance (Shirmohammadi et al., 2023). The role of the generational differences is also significant since younger workers might need more to interact and cooperate at the workplace. Thus, the discussion of the effects of telecommuting on employee motivation, engagement, and organizational commitment is crucial in the post-pandemic working environment.

iii. *Importance of remote Work in Modern Organizations*

Remote employment has taken a significant place in the contemporary organizational strategy, in which companies can continue to be productive yet provide more flexibility to the employees. It has been shown that the practices of telecommuting may positively impact employee satisfaction, stress from commuting,

and work-life balance provided that these practices are backed by the right management practices (Ipsen et al., 2021). Hybrid work models have also led to better job satisfaction and improved employee retention in organizations that adopt them (Bloom et al., 2024). Nevertheless, the success of remote work is based on the effective design of work, digital teams, and supportive leadership that ensure that employees are engaged and related to organizational objectives (Wang et al., 2021).

iv. *Remote Work Environment and Employee Engagement*

Employee engagement refers to the involvement of employees in terms of their feelings and psychological attachment to the work and organization. Digital workplaces may affect engagement through the quality of communication, leadership support and access to digital collaboration tools. Research indicates that engagement in a remote working environment can be improved by efficient work design and organizational support (Wang et al., 2021). Nonetheless, remote work can also pose some challenges, including a lack of interpersonal interaction and the feeling of loneliness, which can influence the motivation of employees and their relationships in the workplace (He et al., 2026). Organizations have therefore to ensure that they establish conducive virtual environments which foster teamwork and have a high organizational commitment.

v. *Significance of the study*

The research can be significant as it offers the knowledge about the impact of remote work on employee engagement, organization commitment, and work-life balance in the post-pandemic workplace. According to the previous studies, telecommuting may be able to provide such benefits as flexibility, higher productivity, and a better employee well-being under specific conditions (Makridis and Schloetzer, 2024). Nevertheless, remote work can also pose problems in the form of communication and collaboration issues, as well as isolation of employees. It can be used to comprehend these dynamics and to assist organizations to develop effective remote work policies and enhance the well-being and productivity of employees working in virtual workplaces.



vi. *Scope of the study*

The research concentrates on the employees who are in either remote or hybrid working conditions following the COVID-19 pandemic. It analyses the association of telecommuting with employee engagement, organizational commitment as well as work-life balance. The study also explores the way of generational differences between Gen Z and Millennial employees regarding their engagement and participation in virtual work environments. Through these factors, the study seeks to offer insights on how organizations should enhance employee satisfaction and remain committed at the remote working environment. The study is geared towards the work environment after the pandemic but the results can have a wider application in organizations that implement flexible work structures in the future (Ng et al., 2022).

vii. *Research gaps*

Although other studies have investigated remote working in the context of the COVID-19 pandemic, there is a dearth of studies to investigate its long-term effect on employee engagement and organizational commitment in the post-pandemic period. Most of the available research is more centered on productivity and organizational results as opposed to the emotional and psychological experiences of the employees. Moreover, the studies of generational disparities in the work of remote engagement are relatively small. The literature indicates that telecommuting may be both beneficial and detrimental to the well-being and job satisfaction of employees based on both personal and organizational aspects (Dong et al., 2025; Kornadt et al., 2025). Thus, additional empirical studies should be conducted to learn how remote work affects employee motivation, engagement, and organizational commitment in various groups of employees.

viii. *Research questions*

- How does telecommuting influence employee motivation and organizational commitment in the post-pandemic era?
- Are there significant differences between Gen Z and Millennials in employee engagement and participation in virtual workplaces?
- How does telecommuting affect employees' work-life balance and emotional satisfaction, and how do these outcomes relate to engagement and organizational commitment?

ix. *Research objectives*

- To examine how telecommuting is affecting employee motivation and organizational commitment during the post-pandemic era.
- To measure generational differences (Gen Z and Millennials) in employee engagement and participation in virtual workplaces.
- To investigate the impact of telecommuting on employees' work-life balance and emotional satisfaction.

x. *Literature review*

Bloom et al. (2024) investigated the effect of the hybrid model of working on performance and retention of employees. In their research, they discovered that hybrid working arrangements increased employee retention and had no adverse impact on productivity. The findings indicate that a flexible work policy can bring about satisfaction and long-term commitment of employees to the organization.

Makridis and Schloetzer (2024) examined the trend of remote work worldwide and worker engagement in various types of industries and jobs. According to their results, remote work has slowly turned into a temporary pandemic response to an organizational management strategy that affects productivity, employee engagement, and workplace flexibility.

McPhail et al. (2024) review widely the topic of post-COVID remote work and its effects on individuals, efficiency and productivity, and sustainability as related to the environment. Their research emphasizes that remote working has both possibilities and challenges, which can affect the well-being of the employees, their collaboration, and the overall performance of an organization in the long term.

Aksoy et al. (2023) examined the tendencies in the sphere of working at home worldwide and found that the number of adopting remote work has vastly grown in numerous countries. According to their report, employees would like to have flexible working arrangements, which lead to increased job satisfaction and better work-life balance.



Wang et al. (2021) reviewed the issue of remote working through a work design approach during the COVID-19 pandemic. In their article, the authors support the significance of structured work procedures, digital collaboration tools, and leadership support as the means of keeping the employees engaged and productive in the remote working conditions.

Ipsen et al. (2021) researched both pros and cons of working at home in Europe during the pandemic. They conclude that remote working enhances flexibility and autonomy but has the potential to raise issues like communication issues, social isolation, and the inability to draw a line between work and personal life.

Ng et al. (2022) examined remote work on the basis of Technology-Organization-Environment framework. The analysis makes it clear that technological preparedness, organizational culture, and external environmental elements are significant to the level of effectiveness and sustainability of remote work habits.

Wax et al. (2022) discussed the issue of loneliness at work in staff that works at home. They report that remote working offers them flexibility, and can also help them become less social and more isolated, which can also be harmful to staff engagement and commitment to their organization.

Ferreira and Gomes (2023) was an examination of work-life balance in the group of home-working employees in Europe. According to the findings of their study, perceived organizational support and employee resilience are important factors to sustain well-being and balance work duties with personal life.

Shirmohammadi et al. (2023) investigated the way families cope with work-life boundaries when working at home. The research shows that the various approaches adopted by employees to juggle between their professional and personal lives puts a lot of emphasis on the role played by flexible work policies and enabling organizational practices.

Oseghale et al. (2024) conducted a research on the management of work-life boundaries in the case of remote work. According to their study, the personal aspects of the personality have an effect on the boundaries between work and life management of workers and consequently the satisfaction, productivity and the emotional well being of the employee.

Delanoeije and Verbruggen (2020) researched on telework with the help of a quasi field experiment and discovered that work at a distance can affect individual performance as well as company performance. According to their study, teleworking can also increase the independence of employees but it needs strong organizational support mechanisms.

Simon et al. (2022/2023) determined the role of time spent working at home in determining affective organizational commitment. Their results suggest that social relationships and organizational goals are mediating in ensuring that the employees maintain an emotional attachment to their organizations.

Frontiers in Psychology (2022) examined affective commitment of newcomers in hybrid work settings. The researchers underline that the positive effect of social isolation and perceived organizational support at the workplace on the adjustment and commitment of remote or hybrid workers is of great importance.

Oreskovic et al. (2023) discussed the connection between work-life balance, job satisfaction, and working at home. Their results indicate that remote job may be a productive factor in the well-being and satisfaction of employees under the condition that the latter can be autonomous and work in conducive organizational conditions.

He et al. (2026) examined the association between loneliness and remote work amongst the employees. Their research indicates that extended remote working may make some employees to become more isolated and therefore, organizations must consider applying social support and communication strategies.

Dong et al. (2025), stated that remote work was a kind of a two-sided sword that affected the well-being of the employees. They indicate that telecommuting presents an advantage, in terms of flexibility and autonomy, but can also be a source of work stress and poor work-life distance without appropriate management.

Kornadt et al. (2025) aimed to give a longitudinal analysis of working at home in various countries. The authors discovered that at the time when organizations offer sufficient resources, digital applications, and supportive approaches in leadership, remote work may have a positive impact on well-being and job satisfaction.



Pabilonia and Vernon (2022) studied the aspect of telework and wages and time utilization in the United States. Their study reveals that telecommuting alters the time management of employees between work and personal activities which may enhance both productivity and flexibility in the contemporary work places.

Enga et al. (2024) compared the experience of hybrid workers on work engagement, health, and work-life balance. Through their results, they indicate that employee engagement and productivity may be increased under hybrid work models in case organizations have a clear communication and supportive organizational policy.

II. MATERIALS AND METHOD

i. Research design

The research design used in this study is a quantitative descriptive research design to investigate the effect of remote work on employee engagement and organizational commitment at the post-pandemic workplace. The study aims at determining the effects of telecommuting on the motivation of employees, their productivity, their work-life balance and their level of satisfaction. The design will enable the researcher to establish patterns, relationship, and perceptions among the employees who work in remote or hybrid settings. The measurement of responses to participants through a structured survey process was applied to obtain measurable responses that, in turn, allowed conducting statistical analysis of the key variables pertaining to engagement and commitment. This methodology would assist in offering empirical information on the relationship between practices of remote work and their impact on employee attitude and organizational performance.

ii. Sampling method and sample size

The researcher employed a convenience sampling approach to recruit responses of employees who work either in remote or hybrid work settings. The surveys were open to various industries and professions so as to have a variety of viewpoints on the experiences of remote work.

iii. Data sources

The study involved both secondary and primary sources of data. Primary data was obtained with the help of a structured questionnaire that was distributed to the employees who have to work remotely or in

hybrid environments. Secondary data were gathered in the form of scholarly journals, research articles, and organizational reports about the concept of remote work, employee engagement, and workplace well-being.

iv. Questionnaire design

The questionnaire was structured to include demographic details and the perception that the employees had toward remote work. Questions connected to age group, gender, and work experience were included in the first part. The latter had the second part, which was the statements reflecting on the motivation of the employee, productivity, organizational support, collaboration, work-life balance, and emotional satisfaction at work remotely. A five-point Likert scale of strongly disagree to strongly agree was used to measure all the items that were based on perception.

v. Data collection procedure

The data on the current topic are obtained through an online survey in the form of a questionnaire that was sent to the employees who are working either remotely or in the hybrid environments. The survey link was distributed via online communication tools and professional network to access the participants of various industries. The purpose of the research was explained to the respondents and they were given an opportunity to volunteer. The questionnaire was made user-friendly and easy to comprehend to ensure that the participants take a short time to complete the questionnaire. The online survey was used to capture the responses automatically to be analyzed later using statistical analysis. The gathered information were thoroughly checked to ascertain that all the data were complete and accurate upon which additional analysis of the data using statistical software was carried out.

vi. Data analysis plan

- Descriptive Analysis: Used to summarize demographic characteristics and overall response patterns.
- Percentage Analysis: Used to examine the distribution of responses for each questionnaire item.
- Chi-Square Test: Used to identify relationships between demographic variables and engagement indicators.



- Regression Analysis: Used to determine key factors influencing employee engagement and organizational commitment.

vii. *Ethical considerations*

During the research process, ethical principles were observed in order to safeguard the rights and privacy of the participants. The survey was voluntary and the respondents were notified of the research objective before they filled the survey form. None of the personal information like names or contact details were gathered. All the answers were confidential and there was no professional use of the answers. Data obtained were stored safely and analyzed in a generalized way to promote anonymity and to avoid exploitation of information of the study participants.

III. EXPERIMENTAL

i. *Study procedure*

The online survey was used to conduct the study that was distributed among the employees who work in remote or hybrid work environment. The questionnaire was filled self-voluntarily following the explanations to the participants regarding the objective of the research. The data on the collected responses were put down in writing, coded and analyzed by statistic methods to study employee engagement and organizational commitment.

ii. *Measures and variables*

The measure of the survey items was on a 5-point Likert scale (5 = Strongly Agree to 1 = Strongly Disagree). Constructs that were used were: employee motivation, productivity, collaboration, organizational support, work-life balance, emotional satisfaction, and organizational commitment. Age group, gender, and work experience were also demographic variables to include in analysis..

IV. RESULTS AND DISCUSSIONS

i. *Descriptive analysis*

The number of respondents involved in the survey was 348. The descriptive statistics depict moderate values of most of the variables and the means of several variables are in the mid-range (e.g., motivation mean 2.62, enthusiasm mean 2.74, work-life balance mean 2.67, digital tools effectiveness mean 2.63), which indicate balanced perceptions towards remote work experiences.

Descriptive Statistics

	N	Mini mum	Maxi mum	M ea n	Std. Devia tion
AgeGroup	348	1	5	2.60	1.358
Gender	348	1	2	1.54	.499
Experience	348	1	5	2.88	1.379
Ifeelmotivatedtogive mybest	348	1	5	2.62	1.324
ISStillFeelInterestedandEnthusiastic	348	1	5	2.74	1.343
RemoteWorkHelpReduce	348	1	5	2.67	1.357
DigitalTools	348	1	5	2.63	1.321
Valid N (listwise)	348				

ii. *Percentage analysis*

The comparison of the percentages reveals that majority of the respondents are within the 25-30 category (27.9), 36-40 (25.9) and 31-35 (22.4) categories, which means that the young and mid-career employees were well represented. As to gender, there is a fairly equal representation of 54 male and 46 female participants.

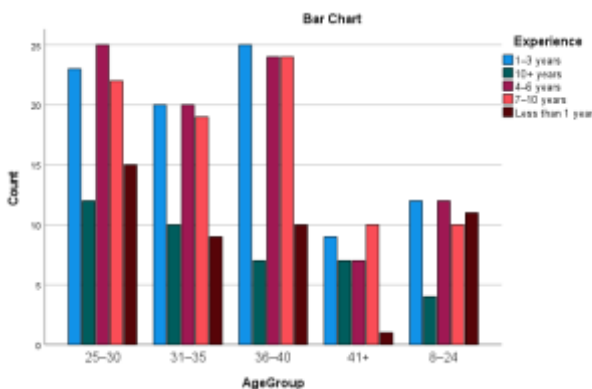


AgeGroup

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25–30	97	27.9	27.9	27.9
	31–35	78	22.4	22.4	50.3
	36–40	90	25.9	25.9	76.1
	41+	34	9.8	9.8	85.9
	8–24	49	14.1	14.1	100.0
	Total	348	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	160	46.0	46.0	46.0
	Male	188	54.0	54.0	100.0
	Total	348	100.0	100.0	



iii. Chi-square test

The Chi-square test was used to investigate the association between the variables chosen. The findings demonstrate that the correlation is not statistically significant (Pearson $\chi^2 = 12.601$, $p = .702$). It is an indication that the two variables do not show a

significant connection in this sample of 348 respondents.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.601 ^a	16	.702
Likelihood Ratio	13.052	16	.669
Linear-by-Linear Association	.010	1	.920
N of Valid Cases	348		

a. 2 cells (8.0%) have expected count less than 5. The minimum expected count is 3.91.

iv. Regression analysis

The regression analysis was used to analyse the effect of experience, enthusiasm to work, work-life balance and digital tools on age group differences. The total model is not statistically significant ($F = 0.155$, $p = .961$) and it means that these variables cannot positively predict the differences in age groups in the sample.

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.154	4	.289	.155	.961 ^b
	Residual	638.524	343	1.862		
	Total	639.678	347			

a. Dependent Variable: AgeGroup

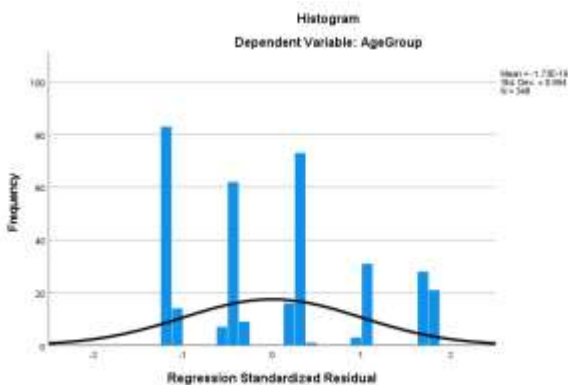
b. Predictors: (Constant), DigitalTools, Experience, IStillFeelInterestedandEnthusiastic, RemoteWorkHelpReduce



Coefficients^a

Model	B	Unstandar	Standar	t	Sig.
		dized Coefficients	dized Coefficients		
		Std. Error	Beta		
1 (Constant)	2.657	.312		8.528	.000
Experience	.005	.053	.005	.096	.923
ISStillFeelInterestedandEnthusiastic	-.013	.055	-.013	-.243	.808
RemoteWorkHelpReduce	.019	.054	.019	.354	.723
DigitalTools	-.033	.056	-.033	-.606	.545

a. Dependent Variable: AgeGroup



v. Discussion

The results demonstrate that employees have moderate motivation, enthusiasm, and satisfaction in remote working conditions. Nonetheless, statistical findings indicate that demographic variables like age and experience are not very important in engagement perceptions. It means that the experience of remote work can be rather similar among the groups of employees.

vi. Recommendations

Companies are advised to enhance digital collaborative technologies, promote frequent virtual meetings, and offer corporate wellness programs. The strategies have the potential to sustain motivation, enhance engagement and facilitate a healthy work-life balance in a remote or hybrid workspace.

V. CONCLUSION

The research investigated how the remote work affects the employee engagement and organization commitment in the post-pandemic workforce. The results show that the employees are moderately motivated, enthusiastic, and satisfied working remotely. Flexibility, less commuting time, and enhanced management of work-life balance are some of the benefits of remote work. Nevertheless, statistical analysis indicates that the age and work experience factors do not have a significant impact on employee perception of remote work engagement. This means that the experiences encountered in remote work could be fairly similar among various groups of employees. Although digital tools and remote collaboration platforms contribute to productivity, organizations are to concentrate on preserving communication, employees well-being, and interacting with the team. Effective supportive leadership and remote working practices have the potential to make organizations maintain employee engagement and dedication amid remote work environments.

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