



# **YOUTH, MNCS, AND THE REMOTE REVOLUTION: EXAMINING THE IMPACT OF FLEXIBLE WORK ON EMPLOYEE WELL- BEING**

**Dr. Vipeen Jain**

Assistant Professor

Janardan Rai Nagar Rajasthan Vidyapeeth University  
Udaipur

**Bansi Lal Meena Damor**

Research Scholar

Janardan Rai Nagar Rajasthan Vidyapeeth University  
Udaipur

## **1.1 ABSTRACT**

### **1.1.1 Background of the study:**

The shift to remote and hybrid work models has significantly transformed workplace dynamics, particularly within multinational corporations (MNCs). As these flexible arrangements become more common, their impact on employee well-being especially among young professionals is gaining attention. The youth are increasingly drawn to the global exposure and perceived work-life balance offered by MNCs. However, questions remain about whether remote work truly enhances happiness or introduces new challenges. This study aims to explore these dynamics in the context of today's evolving corporate culture.

### **1.1.2 Research objective:**

To explore the impact of remote work on employee happiness among youth employed in MNCs.

### **1.1.3 Research parameters:**

The study opts for a descriptive research design and non-probability sampling technique by collecting data from a set of 258 employees from various domains across India by presenting a set of 16 Likert statements through Google Forms.

### **1.1.4 Findings:**

The study highlights the complex relationship between remote work and employee well-being within multinational corporations. Mixed responses were gained through employees' insights on the stated theme.

Overall, while remote work provides flexibility, MNCs need to better manage workload expectations to sustain employee well-being and retention.

With regard to Hypothesis testing, no significant difference was found in the opinion of respondents on the impact of remote work on employee happiness among youth employed in MNCs.

### **1.1.5 Limitations of the study:**

Two limitations were identified; Sample area and Size, if these two were extended further, the results could have been better acceptable.

## **1.2 INTRODUCTION:**

The modern workplace has undergone a profound transformation over the past decade, with remote work emerging as one of the most significant developments. Once considered a rare perk or an emergency arrangement, remote work has now evolved into a standard practice for many organizations across the globe. What was once a response to necessity most notably during the COVID-19 pandemic has now become a strategic element of workplace design. Among the various dimensions that define remote work, flexibility stands out as a defining feature that is reshaping how employees perceive and experience their professional lives.

Flexibility in remote work refers to the ability of employees to determine when, where, and how they perform their tasks. It moves away from traditional time-bound, location-fixed work models and allows for a more personalized, self-managed approach to professional responsibilities. For many, this shift has brought a renewed sense of balance and autonomy. The freedom to structure the day around individual productivity patterns, family responsibilities, and personal preferences has been viewed by many employees as a positive change. It has enabled people to eliminate long commutes, spend more time with loved ones, and manage daily stressors more effectively.

At the heart of this shift lies the concept of employee happiness a multifaceted state that encompasses job satisfaction, emotional well-being, and a general sense of fulfilment in one's professional role. Happiness at work is no longer viewed as a luxury or secondary concern. Increasingly, it is recognized as a key factor influencing performance, motivation, creativity, and employee retention. As work environments become more fluid and less bound by physical office spaces, the connection between flexible work and employee happiness has become a compelling area of observation and discussion.

While the benefits of flexibility are widely acknowledged, they are not without complexity. For some, the absence of a structured workplace can lead to feelings of isolation, blurred boundaries between work and home life, and even burnout. The constant connectivity made possible by digital tools can sometimes create pressure to always be “on,” diluting the very freedom that flexibility is supposed to offer. Furthermore, not all employees have equal access to comfortable home workspaces, reliable internet, or quiet environments. These discrepancies can impact how individuals perceive the value and convenience of remote work.

In the Indian context, these dynamics take on added dimensions. India is a country with a diverse workforce, varied cultural norms, and differing levels of access to digital infrastructure. In regions like Rajasthan, where urbanization is growing but still blends with deeply rooted traditional lifestyles, the notion of working from home represents a significant cultural shift. Many professionals, especially in knowledge and service sectors, are now navigating this balance between modern, flexible work arrangements and the expectations of their family and social environments. The question of whether this new model truly leads to happiness becomes even more layered in such a setting.

The evolving expectations of employees, especially younger generations, further highlight the importance of this subject. Today's workforce values meaningful work, emotional well-being, and personal autonomy. For many professionals, flexibility is not just a benefit it is a fundamental requirement. Employers are recognizing this change in mindset and are adapting their policies accordingly, offering hybrid models, adjustable work hours, and wellness programs to retain talent and maintain engagement. Yet, the actual experience of remote flexibility and its impact on day-to-day happiness remains deeply personal and varies significantly across individuals.

In this backdrop, understanding how flexibility in remote work influences employee happiness is not only timely but necessary. It sheds light on the human side of workplace transformation—going beyond statistics and productivity metrics to examine emotional fulfilment, mental peace, and overall contentment. Whether flexibility acts as a catalyst for happiness or whether it brings along challenges that need to be actively managed is a question with implications for both individuals and organizations. Multinational corporations (MNCs) are known for their global presence, structured work environments, and diverse organizational practices. Their culture often emphasizes professionalism, innovation, cross-cultural collaboration, and competitive growth opportunities. For many young professionals, MNCs symbolize prestige, stability, and career advancement. With the integration of flexible work models, the culture within MNCs is evolving to meet the expectations of a more dynamic and digitally connected workforce.

In conclusion, the intersection of remote work and employee happiness reflects a broader reimagining of work itself. As society continues to adapt to new work realities, the emphasis is gradually shifting toward creating environments that are not only productive but also emotionally sustainable. Flexibility, when thoughtfully implemented and equitably supported, holds the potential to enhance employee well-being and reshape the modern workplace into a more compassionate, responsive space. As more organizations and professionals embrace this model, the understanding of its real impact will continue to evolve, offering fresh insights into what truly makes people happy at work.

### 1.3 REVIEW OF LITERATURE:

(John *et al.*, 2023)<sup>1</sup> The researchers did a comprehensive analysis on the health effects of remote working during the COVID-19 pandemic. Their findings indicated that the majority of studies had a weak to extremely weak level of evidence, whereas a small portion of studies exhibited a strong level of evidence. The rigorous research mostly examined the decreased likelihood of infection and adverse consequences such as decreased physical

activity, increased sedentary behaviour, and increased screen usage. The researchers propose that occupational health nurses should assume a more proactive role in the lives of workers in their home environment. This entails supporting healthy lifestyles and minimising the negative effects of remote work on personal well-being.

**(N. K. Kumar, 2023)<sup>2</sup>** The researchers conducted a study to ascertain the effects of remote work on workplace productivity and job satisfaction. The researchers examined the advantages and disadvantages of remote work and its impact on employees' timetables, efficiency, and welfare. The study seeks to elucidate the impact of remote work on employee productivity and well-being, taking into account the growing incidence of remote work resulting from technology breakthroughs and shifts in the contemporary workplace.

**(Laura et al., 2023)<sup>3</sup>** The study revealed that the implementation of remote working arrangements during the COVID-19 epidemic has resulted in a feeling of disconnection from the company and an escalation in cynicism among employees. Workplace disconnectedness and cynicism are separate concepts that have unique impacts on employee performance, the interaction between work and family life, and overall well-being. The study revealed that cynicism had a more pronounced detrimental impact on mental health and cognitive failures, whereas workplace disconnectedness had a more pronounced detrimental impact on performance and work-family conflict. The results have ramifications for inclusive leadership and support groups in dealing with the adverse effects of hybrid work arrangements on employee welfare and efficiency.

**(M, 2023)<sup>4</sup>** The researchers want to comprehend the influence of remote work on employee productivity and well-being by contrasting the periods before and after the COVID-19 pandemic. The researchers will adopt a mixed-methods approach, which will involve conducting surveys, interviews, and focus groups. The study will target a diverse sample of employees from different organisations. The study will analyse characteristics such as technological accessibility, work-life balance, and supervision to ascertain their impact on productivity. In addition, the study will examine the impact of remote work on stress levels, social interactions, and mental well-being. The results will offer organisations valuable insights to enhance their remote work rules and procedures, hence improving productivity and employee well-being. In summary, this study will enhance the current understanding of remote work and provide valuable advice to firms on how to maximise its efficiency and promote employee welfare.

**(Magdalena et al., 2023)<sup>5</sup>** The COVID-19 epidemic resulted in a substantial surge in distant work. The advantages of this type of employment include expedited decision-making and decreased costs. In the past, teleworking was governed according to requirements and entailed a reduced number of in-person meetings. Nevertheless, due to the epidemic, remote work has emerged as the predominant means of communication with coworkers and superiors. Employers expressed apprehension regarding the influence on employee engagement and work satisfaction. The study sought to elucidate the correlation between commitment and job satisfaction within the framework of remote employment. The findings demonstrated a direct correlation between employee involvement and job satisfaction. Various forms of dedication had diverse impacts on job contentment. Job satisfaction was influenced by both remote work and staff involvement.

(**Marcela-Sefora et al., 2023**)<sup>6</sup> The researchers discovered that working from home during the COVID-19 pandemic had both advantageous and disadvantageous consequences. Positively, it resulted in cost savings for organisations and decreased employee stress. However, it also led to counterproductive behaviour, job uncertainty, and aspirations to retire owing to conflicts between personal and work life, as well as professional and social isolation. The research aimed to examine the impact of telework, job instability, and work-life conflict on professional isolation, turnover intention, and unproductive behaviour. The study was done with employees in Romania, a country that had significant repercussions from the pandemic. The findings demonstrated that telecommuting has a substantial impact on the conflict between work and personal life, feelings of professional isolation, intentions, and feelings of uneasiness among the pandemic. The prevalence of insecurity among teleworking employees significantly contributed to the escalation of work-life conflict and professional isolation.

(**Monica et al., 2023**)<sup>7</sup> The study explores the impact of the COVID-19 pandemic on telework and its effects on the labor market. The researchers used a semi-structured questionnaire to gather data and conducted correlation and regression analyses to assess well-being. The findings suggest that effective communication and a balanced work-life are crucial for the well-being of telework employees. Conversely, increased work intensity negatively affects well-being. Additionally, effective communication mediates the relationship between organizational skills and overall well-being. The study also reveals distinct patterns of well-being based on gender and age, each with unique characteristics and statistical significance.

(**Muhammad, 2023**)<sup>8</sup> The study found that the COVID-19 pandemic has led to a significant increase in remote work globally. Workers are spending more time on digital platforms for work, but this has also resulted in negative consequences such as longer working hours and increased psychological strain. The study used a questionnaire to assess the prevalence of remote work during the pandemic and found that it has led to higher work intensity, increased online presence, and greater employment insecurity. However, the transition to remote work practices is progressing well.

(**Namrata, 2023**)<sup>9</sup> The researchers found that the hybrid workplace is becoming the new culture, and it is important to focus on the mental wellbeing of employees. Factors such as work hours, personal time, a supportive environment, and motivation can affect employee wellbeing. The work performance of employees working remotely or in a hybrid manner can be affected by excessive use of technology and job activities that encroach on personal time. Without sufficient organizational support, individuals may struggle rather than thrive. Technology advancements have changed the way we work, and the demand for work is increasing, putting pressure on employees. The study reviews literature from 2010 to 2023 on employee wellbeing in hybrid or remote workplaces and explores how certain policies can enhance employee performance if implemented properly.

(**Petitta et al., 2023**)<sup>10</sup> The researchers discovered that the implementation of remote working arrangements during the COVID-19 pandemic has resulted in a feeling of detachment from the workplace, which is a matter of worry for organisations. Workplace disconnectedness is characterised by a sense of not belonging or being included in the organisation, whereas cynicism is a negative and detached reaction to feeling overwhelmed by

relationships at work. The study revealed that cynicism had a greater detrimental impact on mental health, cognitive functioning, and the conflict between family and work. On the other hand, disconnectedness had a more pronounced negative influence on performance and the conflict between work and family. The results emphasise the harmful consequences of employee disengagement and offer recommendations for reducing these consequences on productivity and well-being.

**(Roque *et al.*, 2023)<sup>11</sup>** The researchers found a case of a worker who developed deep vein thrombosis in their lower limb after working remotely for a year and not exercising regularly. They suggest that while there is no direct evidence linking work to venous disease, work can worsen its progression. They emphasize the need for a multidisciplinary approach to prevent and treat venous diseases based on different job positions.

**(Wen *et al.*, 2023)<sup>12</sup>** The researchers conducted a survey on U.S. employees who worked remotely during the COVID-19 pandemic. They found that there were four patterns of well-being based on burnout, work-life conflict, and job and life satisfaction. Returning to the office fully was generally more stressful and led to lower levels of well-being. Remote and hybrid work arrangements had positive effects, especially for minority and less educated men, but had a negative impact on the well-being of White women.

**(Zhuofei *et al.*, 2023)<sup>13</sup>** The research investigates the impact of teleworking on job satisfaction and work enjoyment, specifically exploring gender disparities. The researchers employed Ordinary Least Squares regressions and utilized nationally representative time-use survey data from the UK. The study revealed that telecommuting has a favourable effect on job satisfaction and work enjoyment for males, but not for females. Furthermore, the study found that approximately 46% of the beneficial impacts of teleworking on men's job satisfaction can be ascribed to increased levels of workplace enjoyment. The results underscore the necessity for a more comprehensive comprehension of the societal ramifications of telecommuting, specifically with regards to gender, and stress the significance of advocating for emotional well-being in legislation concerning the job market.

**(Adam Patrick *et al.*, 2022)<sup>14</sup>** The researchers discovered that preserving social and organisational connections is crucial for the well-being of employees, particularly in times of uncertainty like as the COVID-19 pandemic. A study was done during the UK's second national lockdown, revealing that increased social connectedness and organisational support were linked to reduced levels of ill-being. Surprisingly, more solitude and a strong sense of belonging to the organisation were found to be linked to higher levels of negative well-being. Additionally, there was a correlation between organisational support and improved remote working experiences and overall well-being in the workplace. The results indicate that measures of organisational connection had a clear influence on individuals' well-being, workplace well-being, and remote working experiences throughout the lockdown period

## 1.4 RESEARCH METHODOLOGY:

### 1.4.1 RESEARCH OBJECTIVE

The primary objective of the study was to explore the impact of remote work on employee happiness among youth employed in MNCs.

### 1.4.2 RESEARCH DESIGN

The study adopts a descriptive research design, due to its applicability for cross-sectional studies, and for understanding the theme.

### 1.4.3 SAMPLING TECHNIQUE

The sampling method employed in the thesis was a Purposive Non-Probability Sampling technique; respondents were selected based on their judgment and the characteristics they possess.

### 1.4.4 DATA

The study was carried out pan India, using a sample of 258 employees working in various streams, at various places all over the country, in several positions. Purposive sampling was employed to select specific data. 15 Likert statements were drafted to determine individuals' opinions on the stated topic. Hence, purposive sampling and descriptive research design have been the methodologies utilized for data sampling.

## 1.5 LIKERT STATEMENTS:

The following Likert statements were drafted

1. I feel more productive while working remotely compared to working from the office.
2. Remote work has improved my ability to maintain a work-life balance.
3. I have access to adequate resources and support while working remotely.
4. Communication with my team has become more effective since I started working remotely.
5. Remote work makes me feel disconnected from the company culture.
6. I feel mentally and emotionally healthier when working in a flexible work model.
7. I am able to manage stress better while working remotely.
8. My overall job satisfaction has improved due to remote work options.
9. I feel valued and recognized for my work, regardless of my work location.
10. I find it easier to focus and complete tasks efficiently while working from home.
11. Working in an MNC gives me a sense of pride and achievement.
12. The multicultural environment in my MNC positively influences my personal and professional growth.
13. MNCs offer better work-life balance through remote work options compared to smaller firms.
14. I feel motivated by the opportunities for global exposure and career development in my company.
15. The flexibility offered by my MNC aligns with the work expectations of today's youth.
16. It creates an unnecessary overload.

## 1.6 HYPOTHESIS

**H<sub>01</sub>:** There is no significant difference in the perception of employees on the impact of remote work on employee happiness among youth employed in MNCs.

To test the hypothesis mentioned above, reliability, normality and statistical test was applied

### 1.6.1 Reliability

*Table 1.1: Reliability*

Reliability Statistics	
Cronbach's Alpha	N of Items
0.793	16

As depicted in the table above, Cronbach's Alpha was found to be greater than 0.70, indicating a reliable internal consistency of the questionnaire.

### 1.6.2 Normality Test

	Statistics	p
Kolmogorov-Smirnov	0.19	<.001
Shapiro-Wilk	0.83	<.001

As depicted in the above table, both tests indicate that the data significantly deviates from normality; therefore, a non-parametric test, the One Sample Wilcoxon, was applied, and the results are presented in the following table.

### 1.6.3 One-sample Wilcoxon Test

*Table 1.2: Descriptive Statistics*

	n	Mean	Median	Standard deviation
Mean Score	258	3.93	4.45	1.14

As depicted in the above table, the mean score was 3.93, which was more than the test value of 2.5.

### 1.6.4 One-Sample Wilcoxon Test

*Table 1.4: One Sample Wilcoxon Test*

	W	z	p
Mean Score	31476.5	12.32	<.001

Since the p-value was less than 0.05, it implies that the sample is not assumed to be drawn from the population with a mean of 2.5 (Test Value).

Table 1.3: Summary of Ranks

\*\*Test Value 2.5

		n	Mean Rank	Sum of Ranks
Mean Score - Test Value	Negative Ranks	51	37.93	1934.5
	Positive Ranks	207	152.06	31476.5
	Ties	0		
	Total	258		

The above table shows that the positive ranks count was higher than that of the negative ranks, which explains that the average mean score of the 207 respondents was greater than the test value of 2.5, indicating their inclination towards the agreement side.

### 1.6.5 Decision

Based on the work done above, the null hypothesis is accepted, and it is concluded that *there is no significant difference in the perception of employees on the impact of remote work on employee happiness among youth employed in MNCs.*

## 1.7 CONCLUSION:

The study highlights the complex relationship between remote work and employee well-being within multinational corporations. Mixed responses were gained through employee's insights on the stated theme. While remote work offers a good level of flexibility and opportunities for career growth, it often casts an undue workload on employees, especially when balancing work and personal life. The flexibility of remote work, while appealing to the younger workforce, sometimes leads to blurred boundaries between professional and personal time, contributing to increased stress. However, MNCs provide substantial growth options through global exposure and career advancement opportunities, which are highly valued by employees. Despite the challenges, employees feel that the benefits of working in an MNC, such as access to diverse learning experiences and potential for professional development, outweigh the difficulties of managing remote work demands. Overall, while remote work provides flexibility, MNCs need to better manage workload expectations to sustain employee well-being and retention. With reference to hypothesis testing, it was identified that no significant difference was found in the opinion of respondents on impact of remote work on employee happiness among youth employed in MNCs.

## 1.8 SUGGESTIONS:

The following suggestions can help MNCs enhance the remote work experience while fostering employee well-being and ensuring sustained growth. In the light of work done and researchers findings, following suggestions have been crafted for improved working of the employees:

1. Implement Structured Work Hours for Remote Employees: To prevent undue workload and maintain a healthy work-life balance, MNCs should set clear and structured work hours for remote employees. This can help employees manage their time more effectively and avoid the stress of working beyond regular hours.

2. **Provide Enhanced Support and Resources for Remote Workers:** MNCs should invest in more resources and support systems (e.g., virtual collaboration tools, tech support) to ensure that remote employees have everything they need to perform efficiently. Ensuring that employees feel adequately equipped can improve productivity and job satisfaction.
3. **Foster Clear Communication and Regular Check-ins:** To combat feelings of disconnection, MNCs should implement regular virtual check-ins and team meetings. This can help employees feel more connected to the organization's culture and enhance communication across departments, improving overall work dynamics.
4. **Offer Well-being Programs for Remote Employees:** MNCs should introduce well-being initiatives that specifically address the challenges remote workers face, such as stress management programs or mental health resources. These can help improve overall employee satisfaction and productivity while preventing burnout.
5. **Promote Flexibility with Boundaries:** While flexibility is a key benefit of remote work, it is important for MNCs to encourage employees to establish clear boundaries between work and personal life. Offering training on time management and self-care can help employees manage workloads effectively without compromising their well-being.
6. **Highlight Growth and Development Opportunities in Remote Roles:** MNCs should actively promote career development programs tailored for remote employees. Highlighting opportunities for global exposure, training, and leadership roles can help employees see the long-term value of working remotely and stay motivated.

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