

DOI: 10.5281/zenodo.121126261

REMOTE WORK CULTURE AND ITS INFLUENCE ON EMPLOYEE ENGAGEMENT: A SYSTEMATIC LITERATURE REVIEW

Lyu Wenwei¹, Gana Pathmanathan², Nandar Win³, Yangjingyu Li⁴

¹Lecturer, Department of Management, Lincoln University College, Malaysia.

Email: wenwei@lincoln.edu.my, ORCID iD: 0009-0009-1577-1071

²Lecturer, Department of Management, Lincoln Institute of Higher Education, Australia.

Email: gana@lincolnau.nsw.edu.au, ORCID iD: 0009-0007-5403-2322

³Lecturer, Department of Management, Vivekananda American University, Myanmar.

Lecturer, Department of Academic and Management, Asia International College, Myanmar.

Email: nandar.phdscholar@lincoln.edu.my, ORCID iD: 0009-0001-8582-6172

⁴Lecturer, Department of Biocomputing and Engineering, Lincoln University College, Malaysia.

Email: lisagz@lincoln.edu.my, ORCID iD: 0009-0005-2761-690X

Received: 07/12/2025

Accepted: 27/01/2026

Corresponding Author: Lyu Wenwei
(wenwei@lincoln.edu.my)

ABSTRACT

The unprecedented acceleration of remote work adoption, catalysed by the COVID-19 pandemic, has fundamentally transformed how multinational enterprises (MNEs) manage their global workforce. This systematic literature review synthesises existing research on remote work culture and its influence on employee engagement across international contexts. Drawing upon 127 peer-reviewed articles published between 2018 and 2024 from Scopus, Web of Science, and EBSCO databases, this review employs bibliometric analysis and thematic synthesis to identify key antecedents, outcomes, and moderating factors affecting engagement in remote work environments. The findings reveal that remote work culture operates through a dual pathway mechanism—enhancing engagement through increased autonomy, flexibility, and work-life balance while simultaneously threatening it through social isolation, communication barriers, and weakened organisational identification. Cross-cultural dimensions, particularly individualism-collectivism and power distance, significantly moderate these relationships, with implications for how multinational corporations design and implement remote work policies across diverse national contexts. This review contributes to international management theory by integrating the Job Demands-Resources model with Hofstede's cultural framework, proposing a comprehensive model for understanding remote work engagement in global settings. The paper concludes with a future research agenda addressing emerging themes, including digital leadership, virtual team diversity, and hybrid work models in the post-pandemic era.

KEYWORDS: Remote Work; Employee Engagement; Organisational Culture; Cross-Cultural Management; Virtual Teams; International Human Resource Management; Job Demands-Resources.

1. INTRODUCTION

The global landscape of work has undergone a seismic transformation in recent years. Remote work, once considered a peripheral arrangement reserved for select knowledge workers, has emerged as a mainstream organisational practice reshaping how MNEs coordinate their international operations (Caligiuri et al., 2020; Gibson, 2020). The COVID-19 pandemic served as an unprecedented catalyst, compelling organisations worldwide to rapidly transition from traditional office-based work to virtual arrangements (Barrero et al., 2023). According to recent estimates, approximately 55% of the global workforce now engages in some form of remote or hybrid work, representing a fundamental shift in the employment relationship (McKinsey, 2021; Gallup, 2023).

This transformation carries profound implications for employee engagement—a critical determinant of organisational performance, innovation, and competitive advantage in the global marketplace (Schaufeli & Bakker, 2004; Saks, 2006). Employee engagement, characterised by vigour, dedication, and absorption in one's work (Schaufeli et al., 2002), has been consistently linked to reduced turnover intentions, enhanced productivity, and superior customer outcomes (Harter et al., 2002; Rich et al., 2010). However, the shift to remote work introduces novel challenges and opportunities that fundamentally alter the mechanisms through which engagement develops and is sustained (Wang et al., 2021).

From an international management perspective, the rise of remote work is particularly consequential. MNEs have historically relied upon physical cross-border exchanges—expatriates, international business travellers, and co-located teams—to transfer knowledge, coordinate operations, and build organisational culture across geographically dispersed units (Froese et al., 2021; Minbaeva et al., 2014). Remote work disrupts these established patterns, enabling virtual collaboration that transcends national boundaries while simultaneously raising questions about how organisational culture can be transmitted and maintained in digital environments (Benitez et al., 2023).

Moreover, the relationship between remote work and employee engagement is likely to be contingent upon national cultural contexts. Hofstede's (1980, 2001) seminal work on cultural dimensions suggests that societies vary systematically in their orientations toward individualism, power distance, uncertainty avoidance, and other cultural values. These dimensions shape employee expectations regarding autonomy, supervision, social interaction, and work-

life boundaries—all of which are directly implicated in remote work arrangements (Thomas & Peterson, 2017). Consequently, remote work policies that enhance engagement in one cultural context may prove ineffective or even counterproductive in another (Taras et al., 2024).

Despite the growing body of research on remote work, significant gaps remain in our understanding of how remote work culture influences employee engagement, particularly across international contexts. Existing reviews have focused primarily on specific outcomes such as productivity or well-being (Charalampous et al., 2019; Mäkikangas et al., 2022), or have examined remote work within single-country settings (Kossyva et al., 2022). There remains a need for a comprehensive synthesis that integrates insights from international management, cross-cultural psychology, and organisational behaviour to develop a holistic understanding of remote work engagement in global settings.

This systematic literature review addresses this gap by pursuing four interrelated objectives: (1) to map the intellectual landscape of research on remote work culture and employee engagement; (2) to identify key antecedents, outcomes, and mechanisms linking remote work to engagement; (3) to examine how cross-cultural factors moderate these relationships; and (4) to develop an integrative framework and research agenda for advancing theory and practice in this domain. By synthesising existing knowledge and identifying future directions, this review aims to guide both scholars seeking to advance international management theory and practitioners responsible for designing remote work policies in MNEs.

2. CONCEPTUAL FOUNDATIONS

2.1 Remote Work Culture: Definition and Dimensions

Remote work culture encompasses the shared values, beliefs, norms, and practices that characterise how organisations approach and implement work arrangements outside traditional office settings (Newman et al., 2020; Schein, 1990). Unlike remote work as a structural arrangement, remote work culture refers to the underlying assumptions and behavioural expectations that guide how employees and managers interact, collaborate, and perform in distributed environments (White & Brown, 2021).

Building on organisational culture frameworks (Hofstede et al., 1990; Pettigrew, 1989), it conceptualise remote work culture as comprising three interrelated dimensions. The first dimension is *structural flexibility*—the degree to which

organisational policies, technologies, and infrastructure support work from locations other than the traditional office. The second dimension is *relational connectivity*—the extent to which norms and practices facilitate meaningful interpersonal relationships, communication, and collaboration among distributed workers. The third dimension is *performance orientation*—the emphasis placed on outcomes versus presence, trust versus monitoring, and autonomy versus control in evaluating employee contributions.

2.2 Employee Engagement: Conceptualisation and Measurement

Employee engagement has emerged as one of the most widely studied constructs in organisational behaviour, though definitional ambiguity persists (Saks & Gruman, 2014; Shuck, 2011). This review adopts the work engagement conceptualisation proposed by Schaufeli et al., (2002), which defines engagement as "a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption" (p. 74). Vigour refers to high levels of energy and mental resilience while working; dedication encompasses a sense of significance, enthusiasm, and challenge; and absorption denotes being fully concentrated and happily engrossed in one's work (Schaufeli & Bakker, 2004).

This conceptualisation has been widely validated across cultural contexts and has demonstrated predictive validity for outcomes relevant to international management, including task performance, organisational citizenship behaviour, and turnover intentions (Christian et al., 2011; Halbesleben, 2010). The Utrecht Work Engagement Scale (UWES) remains the most commonly employed measure, with short-form versions facilitating cross-cultural research (Schaufeli et al., 2006).

2.3 Theoretical Frameworks

2.3.1 Job Demands-Resources (JD-R) Model

The Job Demands-Resources model (Demerouti et al., 2001; Bakker & Demerouti, 2007) provides a robust framework for understanding how remote work influences engagement. The model posits that job characteristics can be classified into demands (aspects requiring sustained effort that may deplete energy) and resources (aspects that facilitate goal achievement, reduce demands, or stimulate growth). According to JD-R theory, engagement emerges through a motivational process whereby job resources—such as autonomy, social support, and feedback—foster intrinsic motivation and work engagement (Bakker et al., 2014).

Remote work reconfigures the demand-resource

landscape in complex ways. On one hand, it may enhance certain resources such as autonomy, flexibility, and reduced commuting stress; on the other hand, it may introduce new demands, including social isolation, technostress, and work-home interference (Sardeshmukh et al., 2012; Gajendran et al., 2024). Recent extensions of JD-R theory have emphasised the importance of personal resources—such as self-efficacy and resilience—in enabling employees to leverage job resources and cope with demands effectively (Bakker & Demerouti, 2017).

2.3.2 Hofstede's Cultural Dimensions Framework

Hofstede's (1980, 2001) cultural dimensions theory provides the primary lens for examining cross-cultural variations in the remote work-engagement relationship. The framework identifies six dimensions along which national cultures vary: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term orientation, and indulgence-restraint. Each dimension carries implications for how remote work is experienced and how it affects engagement.

Power distance—the acceptance of unequal power distribution—influences preferences for supervision and autonomy. High power distance cultures may find the reduced managerial oversight inherent in remote work disorienting, while low power distance cultures may embrace the increased autonomy (House et al., 2004). Individualism-collectivism shapes the importance of social relationships at work; collectivist cultures that emphasise group harmony may experience greater difficulties with the social isolation of remote work (Triandis, 1995). Uncertainty avoidance affects comfort with the ambiguity and unstructured nature of remote work environments.

3. METHODOLOGY

3.1 Search Strategy and Data Sources

This systematic literature review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021; Moher et al., 2009). The researcher searched three comprehensive databases: Scopus, Web of Science, and EBSCO Business Source Complete. These databases were selected for their extensive coverage of management, business, and psychology literature, ensuring capture of relevant interdisciplinary research (Donthu et al., 2021).

The search query combined terms related to remote work ("remote work*" OR "telework*" OR "work from home" OR "virtual work*" OR "distributed work*" OR "hybrid work*") with terms

related to employee engagement ("employee engagement" OR "work engagement" OR "job engagement") and cultural/international context ("cross-cultural" OR "international" OR "multinational" OR "global" OR "national culture"). Searches were conducted in titles, abstracts, and keywords.

3.2 Inclusion and Exclusion Criteria

Articles were included if they: (1) examined remote work, telework, or virtual work arrangements; (2) addressed employee engagement as an outcome, antecedent, or correlate; (3) were published in peer-reviewed journals between January 2018 and December 2024; (4) were written in English; and (5) employed empirical methods (quantitative, qualitative, or mixed).

Articles were excluded if they: (1) focused exclusively on freelance or gig workers; (2) examined only student samples; (3) were conference papers, dissertations, or book chapters; or (4) did not provide sufficient methodological detail.

3.3 Screening and Selection Process

The initial search yielded 2,847 records. After removing duplicates ($n = 634$), the researcher screened 2,213 titles and abstracts, excluding 1,892 records that did not meet the inclusion criteria. Full-text assessment was conducted on 321 articles, resulting in the exclusion of 194 articles that did not focus substantively on the remote work-engagement relationship or lacked empirical rigour. The final sample comprised 127 articles for analysis.

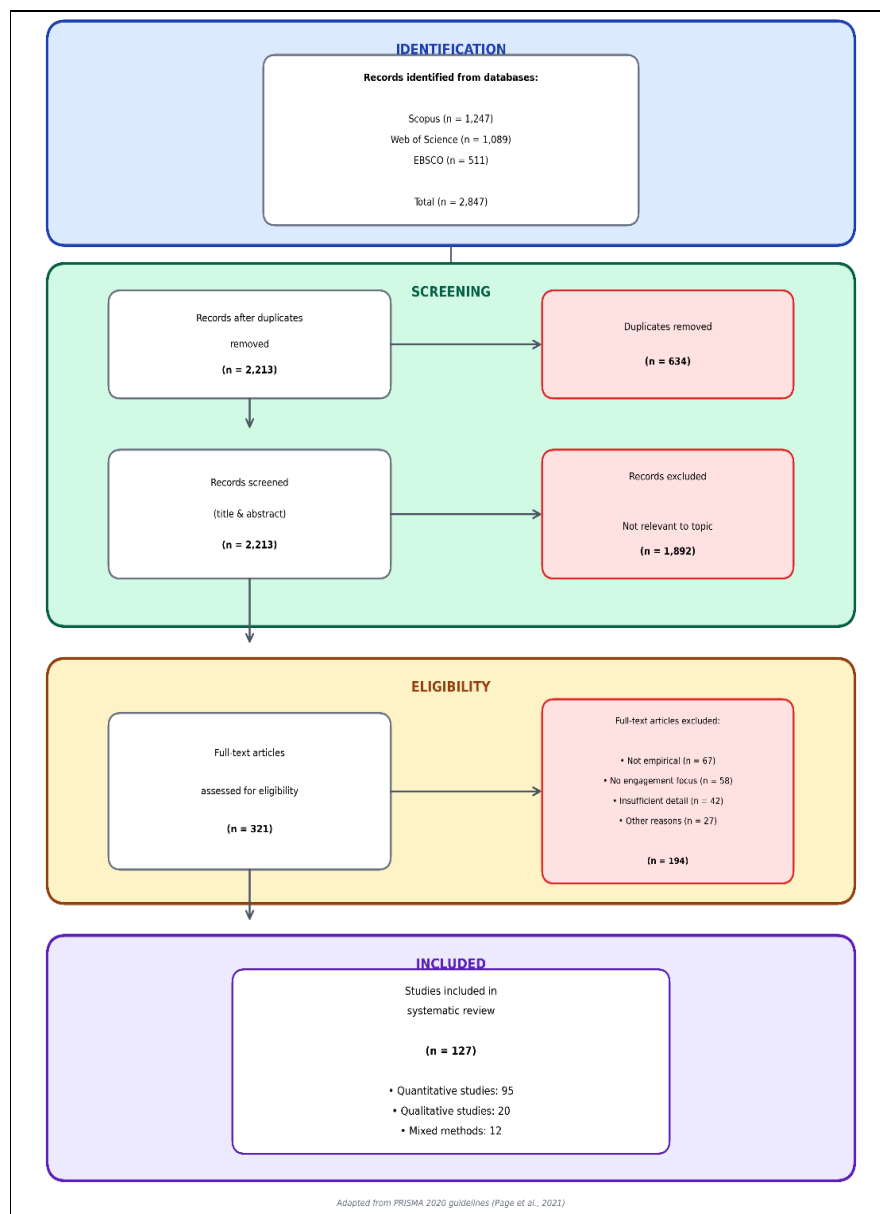


Figure 1: PRISMA Flow Diagram.

3.4 Data Extraction and Analysis

Data extraction captured: author(s), year, journal, theoretical framework, research design, sample characteristics (country, industry, size), operationalisation of remote work and engagement, key findings, and cultural/international dimensions examined. Two researchers independently coded articles, with disagreements resolved through discussion. Inter-rater reliability exceeded 0.85 across

all coding categories.

The researcher employed a combination of bibliometric analysis and thematic synthesis. Bibliometric analysis using VOSviewer software (van Eck & Waltman, 2010) mapped co-citation networks, bibliographic coupling, and keyword co-occurrence to identify intellectual structure. Thematic synthesis followed established procedures (Thomas & Harden, 2008) to identify, code, and organise findings into descriptive and analytical themes.

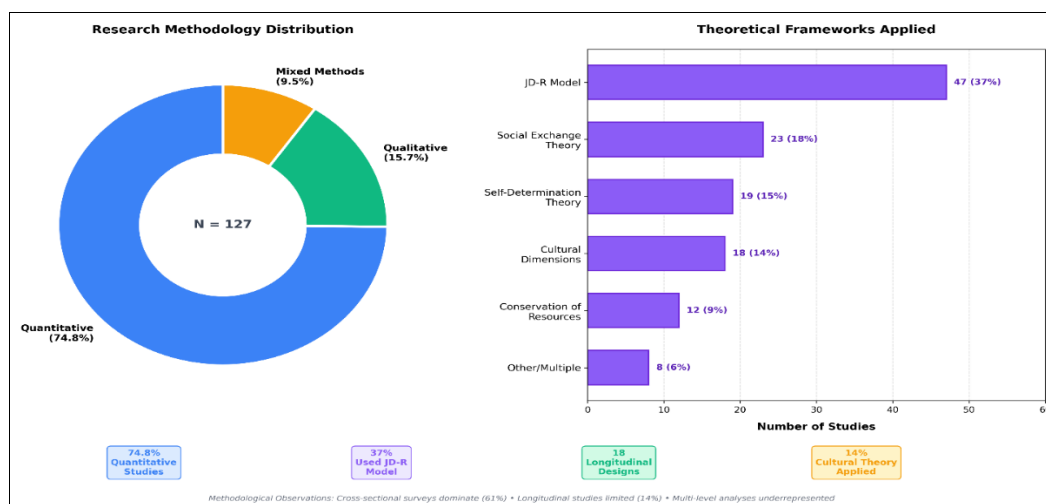


Figure 2: Methodology Distribution.

4. RESULTS

4.1 Descriptive Overview

4.1.1 Publication Trends

The 127 articles were distributed across 67 journals, reflecting the interdisciplinary nature of

remote work engagement research. The most prominent outlets included the *Journal of Applied Psychology* (n = 12), *Human Resource Management* (n = 9), *Journal of Occupational Health Psychology* (n = 8), *International Journal of Human Resource Management* (n = 7), and *Journal of International Business Studies* (n = 6).



Figure 3: Publication Trends and Cumulative Growth (2018-2024).

Publication volume increased dramatically over the review period. Articles per year rose from 8 (2018) to 11 (2019), then surged to 24 (2020), 31 (2021), 27 (2022), 18 (2023), and 8 (2024, partial year). This

pattern reflects the pandemic-driven acceleration of remote work research interest, with a gradual normalisation as remote work became institutionalised.

4.1.2 Geographic Distribution

Studies were conducted across 42 countries. The United States dominated the sample ($n = 34$, 26.8%), followed by the United Kingdom ($n = 14$, 11.0%), Germany ($n = 11$, 8.7%), China ($n = 9$, 7.1%), and the

Netherlands ($n = 8$, 6.3%). Multi-country studies accounted for 18 articles (14.2%), enabling cross-cultural comparisons. Underrepresented regions included Africa ($n = 3$), Latin America ($n = 4$), and South Asia ($n = 5$), representing opportunities for future research.

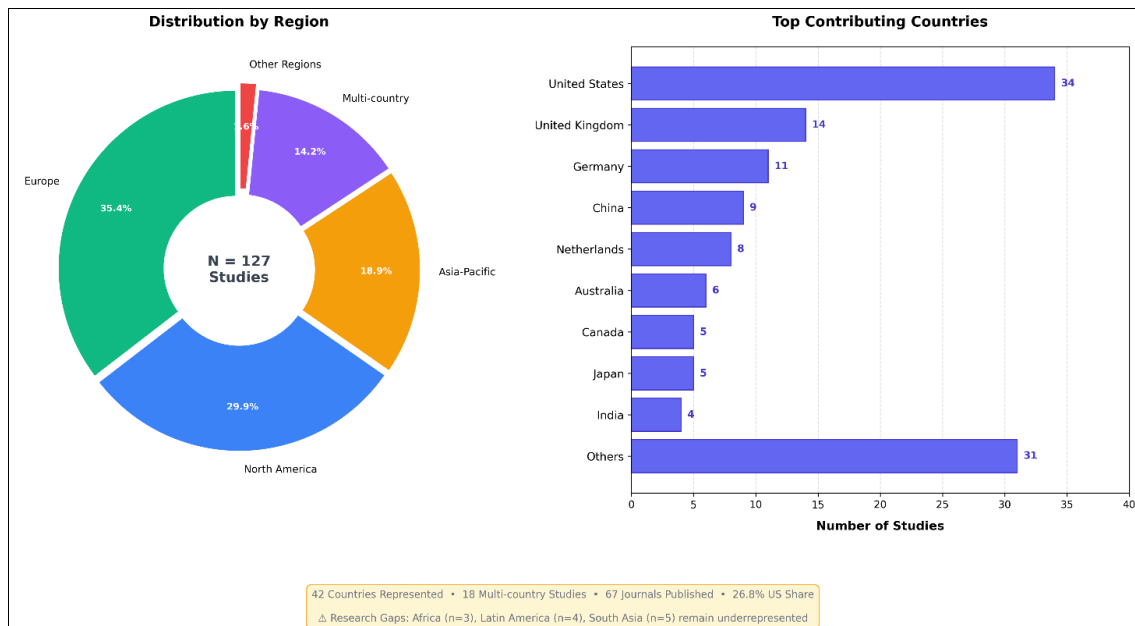


Figure 4: Geographic Distribution by Region and Top Contributing Countries.

Table 1: Summary of Reviewed Studies by Region and Methodology.

Region	Quantitative	Qualitative	Mixed	Total (%)
North America	29	6	3	38 (29.9%)
Europe	32	8	5	45 (35.4%)
Asia-Pacific	18	4	2	24 (18.9%)
Multi-country	14	2	2	18 (14.2%)
Other Regions	2	0	0	2 (1.6%)
Total	95	20	12	127 (100%)

4.2 Thematic Findings

4.2.1 Antecedents of Employee Engagement in Remote Work Settings

The reviewed literature identifies three categories of antecedents affecting engagement in remote work contexts: individual factors, organisational factors, and job design factors.

Individual Factors. Personal resources emerged as critical enablers of engagement in remote settings. Self-efficacy for remote work—defined as confidence in one's ability to effectively perform job tasks while working remotely—consistently predicted higher engagement levels (Cho et al., 2022; Wang et al., 2023). Employees with strong digital literacy and comfort with technology-mediated communication demonstrated superior adaptation to remote arrangements (Carillo et al., 2021). Personality traits, particularly conscientiousness and emotional

stability, buffered against the isolating effects of remote work (Amano et al., 2021).

Organisational Factors. Organisational support emerged as the most frequently cited organisational antecedent. Perceived organisational support for remote work—including technology provision, policy flexibility, and managerial backing—was positively associated with engagement across multiple studies (Bentley et al., 2016; Kohont & Ignjatović, 2022). Leadership behaviours, particularly transformational leadership characterised by inspirational motivation and individualised consideration, proved especially important in virtual contexts where leaders must work harder to maintain connection with dispersed teams (Contreras et al., 2020; Hajjami & Crocco, 2023).

Job Design Factors. Consistent with JD-R theory, job resources including autonomy, skill variety, and

performance feedback positively predicted engagement (Sardeshmukh et al., 2012; Gajendran et al., 2024). Autonomy showed particularly strong effects in remote contexts, where employees have greater latitude over when, where, and how they complete work tasks. However, excessive autonomy without adequate structure or support could undermine engagement, suggesting a curvilinear relationship (Parent-Lamarche, 2022).

4.2.2 The Dual Pathway Mechanism

A central finding from this review is that remote work operates through a dual pathway mechanism affecting employee engagement—a *gain pathway* and a *drain pathway* (Wang et al., 2025). The gain pathway encompasses the positive mechanisms through which remote work enhances engagement: increased autonomy and flexibility allow employees to work during peak productivity periods; reduced commuting saves time and energy; fewer office distractions enable deeper concentration; and improved work-life balance supports overall well-being. Studies consistently found that employees who could leverage these benefits reported higher vigour, dedication, and absorption (Karthika et al., 2024; Huo et al., 2024).

Conversely, the drain pathway comprises negative mechanisms through which remote work depletes engagement. Social isolation emerged as the most prominent drain factor, with remote workers reporting feelings of loneliness, disconnection from colleagues, and weakened organisational identification (Golden et al., 2008; Morrison-Smith & Ruiz, 2020). Communication barriers—including reduced information richness, asynchronous delays, and misunderstandings in text-based exchanges—impeded collaboration and relationship-building (Marlow et al., 2017). Work-home interference, paradoxically, could increase under remote arrangements as boundaries between professional and personal life became blurred (Schieman et al., 2021). Technology-related demands, including constant connectivity expectations, information overload, and technostress, further contributed to the drain pathway (Schmitt et al., 2021).

4.2.3 Cross-Cultural Moderators

Eighteen multi-country studies and 23 single-country studies explicitly examined cultural factors, providing evidence for cultural moderation of the remote work-engagement relationship.

Individualism-Collectivism. This dimension emerged as the most consequential cultural moderator. In individualistic societies (e.g., the United States, the

Netherlands, Australia), remote work's autonomy benefits translated more directly into enhanced engagement, as employees valued independence and self-direction (Nakata & Sivakumar, 1996). Conversely, in collectivistic societies (e.g., China, Japan, South Korea), the social isolation inherent in remote work posed greater threats to engagement, as employees placed higher value on in-group relationships and collective harmony (Taras et al., 2024). Studies from collectivist contexts emphasised the importance of virtual team-building activities and frequent synchronous communication to maintain engagement (Wang & Li, 2020).

Power Distance. Power distance moderated the effectiveness of different leadership approaches in remote settings. In high power distance cultures (e.g., India, Malaysia, Mexico), employees expect more directive leadership and clearer performance expectations when working remotely; the absence of visible supervision could create anxiety rather than liberation (House et al., 2004). In low power distance cultures (e.g., Denmark, Sweden, Israel), participative and empowering leadership styles enhanced engagement in remote contexts (Hofstede, 2001).

Uncertainty Avoidance. Cultures high in uncertainty avoidance showed a greater need for structured remote work arrangements with clear policies, schedules, and performance criteria. Ambiguity in remote work expectations undermined engagement more severely in high uncertainty avoidance cultures (e.g., Greece, Portugal, Japan) compared to low uncertainty avoidance cultures (e.g., Singapore, Denmark, Jamaica), where employees adapted more readily to flexible arrangements.

4.2.4 Outcomes of Engagement in Remote Work Contexts

Engaged remote workers demonstrated positive outcomes across individual and organisational levels. At the individual level, engagement was associated with higher job satisfaction, reduced burnout, better work-life balance, and improved well-being (Mäkikangas et al., 2022). Engaged remote workers reported greater productivity and were more likely to engage in proactive behaviours such as job crafting and voice (Bakker et al., 2023). At the organisational level, team-level engagement predicted innovation performance, customer satisfaction, and reduced turnover intentions (Kwon & Kim, 2020).

5. INTEGRATIVE FRAMEWORK AND PROPOSITIONS

Synthesising findings from this review, the researcher proposes an integrative framework for

understanding remote work culture and employee engagement in international contexts. The framework, integrates the JD-R model with Hofstede's cultural dimensions to explain how remote work affects engagement across diverse national settings.

The framework posits that remote work culture influences engagement through the dual pathway of demands and resources. The gain pathway operates through enhanced job resources (autonomy, flexibility, and work-life balance) and personal resources (self-efficacy, digital competence). The drain pathway operates through elevated job demands (isolation, communication barriers, technostress, and work-home conflict). The relative strength of each pathway – and thus the net effect on engagement – is moderated by national cultural dimensions, organisational factors, and individual characteristics.

Based on this framework, the researcher advance the following propositions for future research:

Proposition 1: Remote work culture enhances employee engagement through the gain pathway (increased autonomy, flexibility, and work-life balance) and diminishes engagement through the drain pathway (social isolation, communication barriers, and work-home interference).

Proposition 2: Individualism positively moderates the gain pathway, such that autonomy and flexibility benefits translate more strongly into engagement in individualistic cultures.

Proposition 3: Collectivism amplifies the drain pathway, such that social isolation more severely undermines engagement in collectivistic cultures.

Proposition 4: Power distance moderates the relationship between leadership style and engagement in remote contexts, with directive leadership enhancing engagement in high power distance cultures and participative leadership enhancing engagement in low power distance cultures.

Proposition 5: Organisational practices (e.g., virtual team-building, communication protocols, boundary management support) can buffer the drain pathway and amplify the gain pathway across cultural contexts.

6. DISCUSSION

6.1 Theoretical Contributions

This review makes several contributions to international management theory. First, the researcher extends the JD-R model to remote work contexts by identifying the specific demands

(isolation, technostress, and boundary violations) and resources (autonomy, flexibility, digital tools) that characterise virtual work arrangements. While prior JD-R research has acknowledged context-specificity, our review provides a comprehensive mapping of demands and resources unique to remote work settings.

Second, the researcher integrates cultural dimensions theory with the JD-R framework to explain cross-national variation in remote work effects. By specifying how individualism-collectivism, power distance, and uncertainty avoidance moderate demand-resource pathways, the researchers provide a theoretical basis for predicting when and where remote work will enhance versus undermine engagement. This integration addresses calls for greater attention to cultural boundary conditions in organisational behaviour research (Tsui *et al.*, 2007).

Third, the dual pathway framework advances understanding of why remote work produces inconsistent engagement outcomes across studies. By recognising that remote work simultaneously activates both positive (gain) and negative (drain) mechanisms, the framework explains how organisational practices and cultural contexts shift the balance toward net positive or negative effects.

6.2 Practical Implications

For multinational enterprises implementing remote work policies across diverse cultural contexts, this review offers actionable guidance. First, a one-size-fits-all approach is unlikely to optimise engagement; remote work policies should be adapted to local cultural conditions. In collectivist cultures, organisations should invest more heavily in virtual team-building, synchronous communication opportunities, and visible demonstrations of organisational support. In high power distance cultures, clear performance expectations and regular check-ins may be necessary to prevent disengagement.

Second, organisations should implement dual-track strategies that simultaneously amplify the gain pathway and mitigate the drain pathway. Practical interventions include: providing high-quality collaboration technologies; training managers in virtual leadership skills; establishing clear communication protocols that balance flexibility with connectivity; offering boundary management support, such as designated no-contact hours; and creating virtual spaces for informal social interaction.

Third, selection and training of remote workers should attend to individual differences in self-

efficacy, digital competence, and boundary management ability. Personal resources can buffer demands and leverage resources, suggesting that organisations should both select for these characteristics and develop them through targeted interventions.

7. FUTURE RESEARCH AGENDA

This review identifies several promising directions for future research. First, longitudinal studies are needed to understand how the remote work-engagement relationship evolves. The reviewed literature is dominated by cross-sectional designs that cannot capture adaptation processes or distinguish temporary pandemic effects from enduring patterns.

Second, research on hybrid work arrangements—combining remote and on-site work—represents an important frontier. Hybrid models may offer an optimal balance by providing autonomy benefits while maintaining social connections, but optimal configurations likely vary across cultural contexts and individual preferences (Lauring & Jonasson, 2024).

Third, the role of digital leadership in shaping remote work culture warrants investigation. How leaders communicate vision, build trust, and maintain culture in virtual environments remains undertheorized despite its practical importance (Contreras et al., 2020).

Fourth, research in underrepresented regions—particularly Africa, Latin America, and South Asia—is essential to assess generalizability and to identify unique challenges and opportunities in emerging economies.

Finally, multi-level research examining how individual, team, and organisational factors interact to shape engagement in remote settings would advance both theory and practice. Current research operates predominantly at the individual level, missing important cross-level dynamics.

8. CONCLUSION

Remote work has transformed from an exceptional arrangement to an institutionalised feature of the global employment landscape. This systematic review synthesised 127 studies to develop an integrative understanding of how remote work culture influences employee engagement across international contexts. The dual pathway framework reveals that remote work simultaneously enhances engagement through increased autonomy and flexibility while threatening it through social isolation and boundary challenges. Cultural dimensions—particularly individualism-collectivism and power distance—moderate these relationships, with important implications for MNEs implementing remote work policies across diverse national contexts.

This review contributes to international management theory by integrating the JD-R model with Hofstede's cultural framework, offering a comprehensive lens for understanding context-dependent effects of remote work. For practitioners, the findings underscore the importance of culturally-adapted remote work policies and dual-track strategies that amplify benefits while mitigating costs. As remote and hybrid work continue to reshape global employment, understanding these dynamics becomes ever more critical for organisational success in the international arena.

REFERENCES

1. Amano, H., Fukuda, Y., Shibuya, K., Ozaki, A., & Tabuchi, T. (2021). Factors associated with the work engagement of employees working from home during the COVID-19 pandemic in Japan. *International Journal of Environmental Research and Public Health*, 18(19), 10495.
2. Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
3. Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
4. Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annual review of organizational psychology and organizational behavior*, 1(2014), 389-411.
5. Bakker, A. B., Xanthopoulou, D., & Demerouti, E. (2023). How does chronic burnout affect dealing with weekly job demands? A test of central propositions in JD-R and COR-theories. *Applied Psychology*, 72(1), 389-410.
6. Barrero, J. M., Bloom, N., & Davis, S. J. (2023). The evolution of work from home. *Journal of Economic Perspectives*, 37(4), 23-49.
7. Benitez, J., Arenas, A., & Terlutter, R., (2023). Digital platforms for business operations: Strategic uses and implications for managers and employees. *J. Bus. Res.* 154, 113319.
8. Bentley, T. A., Teo, S. T., McLeod, L., Tan, F., Bosua, R., & Gloet, M. (2016). The role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied ergonomics*, 52, 207-215.

9. Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2022). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. In *Crises and disruptions in international business: How multinational enterprises respond to crises* (pp. 417-454). Cham: Springer International Publishing.
10. Carillo, K., Scornavacca, E., & Za, S. (2017). The role of media dependency in predicting continuance intention to use ubiquitous media systems. *Information & Management*, 54(3), 317-335.
11. Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: A multidimensional approach. *European journal of work and organizational psychology*, 28(1), 51-73.
12. Cho, E., Chen, T. Y., Cheng, G. H. L., & Ho, M. H. R. (2022). Work-family balance self-efficacy and work-family balance during the pandemic: A longitudinal study of working informal caregivers of older adults. *Journal of Occupational Health Psychology*, 27(3), 349.
13. Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel psychology*, 64(1), 89-136.
14. Contreras, F., Baykal, E., & Abid, G. (2020). E-leadership and teleworking in times of COVID-19 and beyond: What we know and where do we go. *Frontiers in psychology*, 11, 590271.
15. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
16. Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of business research*, 133, 285-296.
17. Froese, F. J., Peltokorpi, V., Varma, A., & Hitotsuyanagi-Hansel, A. (2019). Merit-based rewards, job satisfaction and voluntary turnover: moderating effects of employee demographic characteristics. *British Journal of Management*, 30(3), 610-623.
18. Gajendran, R. S., Ponnappalli, A. R., Wang, C., & Javalagi, A. A. (2024). A dual pathway model of remote work intensity: A meta-analysis of its simultaneous positive and negative effects. *Personnel Psychology*, 77(4), 1351-1386.
19. Gibson, C. (2020). From "social distancing" to "care in connecting": An emerging organizational research agenda for turbulent times. *Academy of Management Discoveries*, 6(2), 165-169.
20. Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter?. *Journal of applied psychology*, 93(6), 1412.
21. Hajjami, M., & Crocco, O., (2023). How leaders foster engagement among remote workers. *J. Leadersh. Organ. Stud.* 30, 152-165.
22. Halbesleben, J.R., (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences, in: Bakker, A.B., Leiter, M.P. (Eds.), *Work Engagement: A Handbook of Essential Theory and Research*. Psychology Press, New York, pp. 102-117.
23. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology*, 87(2), 268.
24. Hofstede, G. (1984). *Culture's consequences: International differences in work-related values* (Vol. 5). sage.
25. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations. International Educational and Professional.*
26. Hofstede, G., Neuijen, B., Ohayv, D. D., & Sanders, G. (1990). Measuring organizational cultures: A qualitative and quantitative study across twenty cases. *Administrative science quarterly*, 286-316.
27. House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.
28. Huo, M.L., Jiang, Z., & Cheng, K., (2024). Remote work, job demands, and employee well-being: A moderated mediation model. *Asia Pac. J. Hum. Resour.* 62, e12345.
29. Karthika, K., Killedar, M., Sharma, K., & Borah, B. (2024). Remote Work And Employee Engagement: Exploring The Challenges And Opportunities In A Post-Pandemic Era. *Library of Progress-Library Science, Information Technology & Computer*, 44(4).
30. Kohont, A., & Ignjatović, M., (2022). Digital competences as predictors of telework adoption. *Acta Psychol.* 230, 103734.
31. Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L., (2022). Antecedents and consequences of

- employee engagement: A review. *Strateg. Chang.* 31, 285–296.
32. Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human resource management review*, 30(2), 100704.
33. Lauring, J., & Jonasson, C. (2025). What is hybrid work? Towards greater conceptual clarity of a common term and understanding its consequences. *Human Resource Management Review*, 35(1), 101044.
34. Mäkikangas, A., Juutinen, S., Hyvönen, K., Muotka, J., & Kinnunen, U., (2022). Work engagement and its antecedents in remote work: A person-centered view. *Work Stress* 36, 392–416.
35. Marlow, S. L., Lacerenza, C. N., & Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human resource management review*, 27(4), 575–589.
36. Minbaeva, D., Pedersen, T., Björkman, I., Fey, C. F., & Park, H. J. (2014). MNC knowledge transfer, subsidiary absorptive capacity and HRM. *Journal of international business studies*, 45(1), 38–51.
37. Moher, D., Liberati, A., Tetzlaff, J., & Altman, D.G., (2009). Preferred reporting items for systematic reviews and meta-analyses: The PRISMA statement. *PLoS Med.* 6, e1000097.
38. Morrison-Smith, S., & Ruiz, J. (2020). Challenges and barriers in virtual teams: a literature review. *SN Applied Sciences*, 2(6), 1096.
39. Nakata, C., & Sivakumar, K. (1996). National culture and new product development: An integrative review. *Journal of marketing*, 60(1), 61–72.
40. Newman, S. A., Ford, R. C., & Marshall, G. W. (2020). Virtual team leader communication: Employee perception and organizational reality. *International Journal of Business Communication*, 57(4), 452–473.
41. Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *bmj*, 372.
42. Parent-Lamarche, A. (2022). Teleworking, work engagement, and intention to quit during the COVID-19 pandemic: same storm, different boats?. *International journal of environmental research and public health*, 19(3), 1267.
43. Pettigrew, A. M. (1979). On studying organizational cultures. *Administrative science quarterly*, 24(4), 570–581.
44. Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617–635.
45. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600–619.
46. Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement?. *Human resource development quarterly*, 25(2), 155–182.
47. Sardeshmukh, S. R., Sharma, D., & Golden, T. D. (2012). Impact of telework on exhaustion and job engagement: A job demands and job resources model. *New Technology, Work and Employment*, 27(3), 193–207.
48. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293–315.
49. Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701–716.
50. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71–92.
51. Schein, E.H., (1990). Organizational culture. *Am. Psychol.* 45, 109–119.
52. Schieman, S., Badawy, P. J., A. Milkie, M., & Bierman, A. (2021). Work-life conflict during the COVID-19 pandemic. *Socius*, 7, 2378023120982856.
53. Schmitt, J. B., Breuer, J., & Wulf, T. (2021). From cognitive overload to digital detox: Psychological implications of telework during the COVID-19 pandemic. *Computers in human behavior*, 124, 106899.
54. Shuck, B. (2011). Integrative literature review: Four emerging perspectives of employee engagement: An integrative literature review. *Human Resource Development Review*, 10(3), 304–328.
55. Taras, V., Rickley, M., Alon, I., Dong, L., & Malmin, H. (2025). Predictors of Cultural Intelligence: Automated Machine Learning vs. PLS-SEM. *Journal of International Management*, 101290.
56. Thomas, D.C., & Peterson, M.F., (2017). *Cross-Cultural Management: Essential Concepts*, fourth ed. Sage Publications, Thousand Oaks, CA.

57. Thomas, J., & Harden, A. (2008). Methods for the thematic synthesis of qualitative research in systematic reviews. *BMC medical research methodology*, 8(1), 45.
58. Triandis, H.C., (1995). Individualism and Collectivism. Westview Press, Boulder, CO.
59. Tsui, A. S., Nifadkar, S. S., & Ou, A. Y. (2007). Cross-national, cross-cultural organizational behavior research: Advances, gaps, and recommendations. *Journal of management*, 33(3), 426-478.
60. Van Eck, N., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *scientometrics*, 84(2), 523-538.
61. Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied psychology*, 70(1), 16-59.
62. Wang, H., Xiao, Y., Wang, H., Zhang, H., & Chen, X. (2023). "Who knows me understands my needs": The effect of home-based telework on work engagement. *Psychology Research and Behavior Management*, 619-635.
63. Wang, X., & Li, M., (2020). The impact of remote work on employee well-being in Chinese companies. *Asian Bus. Rev.* 10, 45-62.
64. Wang, Y., Chen, L., & Zhou, J., (2025). Work from home and employee well-being: A double-edged sword. *BMC Psychol.* 13, 285.
65. White, E., & Brown, P., (2021). The influence of corporate culture on remote work engagement. *J. Corp. Cult.* 15, 78-95