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EMPLOYEE ENGAGEMENT AND WORKPLACE PRODUCTIVITY IN HYBRID WORK ENVIRONMENTS

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Abstract

This study examines the relationship between employee experience factors and workplace productivity in flexible work environments. As remote and hybrid work models continue to expand, organizations are increasingly concerned with identifying the factors that sustain employee performance under flexible working conditions. The study adopts a quantitative research design using secondary data from 100 employees extracted from a remote work productivity dataset. Descriptive statistics, correlation analysis, and multiple regression analysis were employed to assess the influence of remote work satisfaction, mental health status, dedicated workspace availability, daily meeting frequency, and work behaviors on employee productivity. The findings reveal that productivity levels vary across employees, with meeting frequency emerging as a significant positive predictor of productivity. Employees who reported taking breaks during work also demonstrated higher productivity levels than those who did not. In contrast, variables such as remote work satisfaction, mental health status, and dedicated workspace availability did not show statistically significant effects within the sample. These results suggest that communication structure and work rhythm may play a more prominent role in shaping productivity than individual perceptions alone. The study contributes to the growing literature on flexible work by providing empirical evidence on the factors associated with productivity in distributed work settings and offers practical implications for organizations seeking to improve employee performance and well-being.

Keywords: employee engagement, workplace productivity, flexible work, remote work, hybrid work, employee well-being, work environment, organizational performance

1. Introduction

Over the recent years, the nature of work has drastically changed owing to the advancement in technology, the globalization process, as well as the changing expectations of employees. Among the most visible changes, it is possible to note the rapid development of remote and hybrid working in organizations worldwide. These models are no longer viewed as short-term solutions but as long-term strategies, which contribute to spreading flexibility, resilience, and continuity of the organization (Sokolić, 2022; Hilberath et al., 2020). Flexi work has also increased, triggering companies to reorganize their old work system and be more adaptable in their approaches to managing and handling employees and their performance. It has also been reported by research that the appropriate remote and hybrid workplace design can strengthen the professional networks, enhance sustainability goals and make organizations more flexible in the digitally connected world (Andrade and Andrade, 2023; Mathur et al., 2025).

Concurrently, ensuring employee satisfaction and performance in the workplace in flexible work territories has become a significant challenge to organizations. Despite the fact that flexible work can enhance autonomy and work-life balance, it can also less the interpersonal interaction, the organizational attachment weakens, and pose communication barriers. According to earlier studies, employee engagement and motivation are

affected greatly by the working environment and work flexibility (Setiyani et al., 2019). On the same note, workplace flexibility was discovered to influence employee engagement, particularly with younger employees who appreciate autonomy and balance (Lee et al., 2024; Weideman and Hofmeyr, 2020). Remote working environment also influences productivity and relies on trust, leadership, and work-life balance which form an essential element in the management of virtual teams (Harjanto et al., 2023; Wagan and Sidra, 2025).

Although the recent rise in academic interest in remote and hybrid work highlights the necessity to conduct empirical studies to link employee experience variables with quantifiable productivity results in flexible work arrangements, there is a lack of empirical research that has directly linked employee experience variables to quantifiable productivity outcomes in flexible work arrangements. Most of the existing literature talks about structural advantages of flexible work but limited studies have been done on the translation of engagement related aspects into employee productivity. This knowledge gap presents the necessity of a study that explores employee experience/productivity relationship at the workplace in flexible working conditions, and hence provide relevant insights to such organisation wishing to enhance their performance and employee welfare (Figure 1).

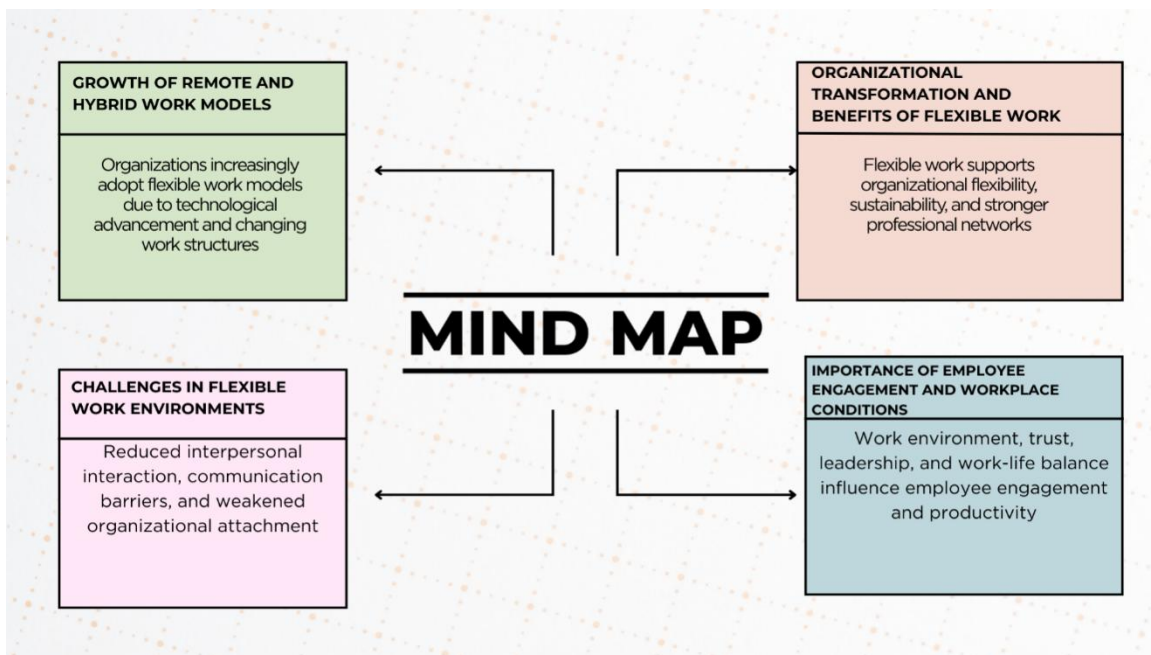


Figure 1: Mind Map of Influencing Productivity in Flexible Work Environments

The figure illustrates the major themes shaping flexible work environments, including the growth

of remote and hybrid work models, organizational benefits, workplace challenges, and the importance

of employee engagement and workplace conditions in influencing productivity and organizational performance.

Research Objectives

1. To examine the effect of employee engagement-related factors on workplace productivity in flexible work environments
2. To analyze how work environment conditions, such as dedicated workspace, meeting load, and remote work satisfaction, influence employee productivity
3. To evaluate the role of employee well-being factors, including mental health and work-life balance, in shaping productivity in flexible work settings

2. Literature Review

The fact that digital technology enables employees to work outside the normal office has further enhanced the concept of flexible and remote working place by more and more organizations in the contemporary world. Remote work is work that is performed outside of the physical site of the employer the majority of the time facilitated through the use of digital communication tools; and hybrid work is a blend of remote work and on-site work. The hybrid models provide organizations with the opportunity to enhance the degree of operational efficiency, attract various talents as well as amplify the degree of employee autonomy. As noted by Barbieri et al. (2025), flexible job set-ups may bring about both cognitive and possible costs to employees based on the way remote work is designed and supervised. Remote and hybrid models have now redefined organizational practice and brought new concerns about organizational performance and well-being.

It is well-known that employee engagement is a very important aspect that can determine the performance of an organization and the productivity of employees. Engagement can be described as the psychological condition when workers are motivated, committed, and emotional with the work that they do. According to Sun and Bunchapattanasakda (2019), employee engagement is a multidimensional construct incorporating cognitive, emotional, and behavioral factors that in combination affect the way people carry out their duties. At the contemporary workplaces, a more engaged employee is more likely to exhibit a greater degree of commitment, passion, and productivity. Since organizations are increasingly adopting flexible work systems, it is especially relevant that engagement should be maintained since physical distance can undermine

interpersonal relationships and organizational attachment. Another important outcome that is considered within the framework of the flexible work environment is the workplace productivity. Generally, productivity is the efficiency in which employees perform their duties and meets the organizational objectives. Studies have indicated that productivity is directly associated with the workplace conditions, motivation and psychological well-being of employees. As an illustration, workplace stress and mental health issues may not only impact the productivity level of employees greatly (Bui et al., 2021). Equally, a review by De Oliveira et al. (2023) highlighted that mental health is core in determining work productivity and there is the need to put psychological aspects into consideration as organizations develop work arrangements and management practice.

The well-being of the employees is also a serious factor to consider in a remote working environment due to the possibility of flexible working arrangements to influence the mental health of employees, their work-life balance, and their social interactions. Among the benefits of remote work, one might note increased freedom and decreased commute time; nevertheless, remote working also can be associated with loneliness and the loss of professional-personal boundaries. According to Schmitt (2024), leadership in a remote setting has a great impact on employee well-being, and Sharma (2024) observed that remote working can lead to various implications on psychological well-being, employment satisfaction, and work-life ratio. In addition, Khan et al. (2025) also note that employee well-being must be maintained through incorporating mental health assistance, work-life balance measures, and digital inclusion programs in the context of remote working.

Physical and Internet workplace is another essential factor influencing the productivity of the staff. The workspace layout, the technological infrastructure and teamwork tools can have a significant influence on how effective the work of the employees can be. Hamed et al. (2023) have demonstrated that the physical location of the workplace can directly affect the productivity of the employees by defining the degree of comfort, concentration, and efficiency in work. More importantly, Nderitu and Ndeto (2019) also highlighted that the job environment has a significant impact on the performance of the employees. Distant places also become a particular issue of such aspects as professional workstations and internet access of digital technologies. As a study by Aufegger et al. (2022) states, space arrangement can support a productive working

environment and an online environment by construction of the workspace and enabling focused work and effective teamwork. Besides, the working environment design and the attributes of office desks can influence the way employees cooperate, their concentration, and their productivity (Sailer et al., 2021). These findings indicate that workplaces, both physical and digital, are the essential productivity factors in flexible jobs. There are a number of theoretical views that can be used to explain the connection between the conditions of the workplace, employee engagement and productivity. The Job Demands Resources (JD-R) model is one of the most popular and theory suggests that job demands may cause stress and job resources may bolster motivation and engagement (Lesener et al., 2019). This model suggests that the constructive work environment, employees having autonomy and technological resources can boost employee engagement and performance, especially in the case of flexible work. The other theory is Social Exchange Theory, which implies that the positive relationships between employees and organizations are established with mutual support, trust, and commitment exchange (Yamao, 2024). Employees will have an increased opportunity to return the favour with increased engagement and productivity as they will feel that their organization has supportive working conditions and well-being resources. These theoretical perspectives, combined, form a basis of information about the relevant role of the factors of employee experience in driving productivity at place of work in the flex-work setting.

3. Methodology

3.1 Research Design

The research paper takes the quantitative research design to test the correlation between the factors pertaining to employee engagement and work productivity in the flexible working environment. The quantitative design is suitable since it enables the analysis of the relationship between more than two variables statistically. This study is based on a cross-sectional design, where data are studied at one time point in order to determine the effects of workplace conditions and employees experience on their productivity.

3.2 Data Source and Sample

The research relies on secondary data retrieved by a publicly available dataset of remote work productivity. Out of the data, 100 records of employees were picked to conduct the analysis. The dataset contains the data about the demographics of the employees, their working conditions, well-being factors and productivity

ratings. The sample is a representative of the employees who are concerned with either flexible or remote jobs in various positions and industries (Maham, 2025).

3.3 Variables and Measurement

Employee productivity will be the dependent variable in the present study and it will be measured based on a productivity score of 0 to 100. The independent variables are the satisfaction with remote work, mental health status, the availability of dedicated workspaces, and the frequency of meetings daily. These variables reflect the factors related to the experience of the employees and the environment in which they work and can affect productivity. Moreover, other demographic variables are the age, gender, and job position which are treated as control variables.

3.4 Data Analysis Techniques

Descriptive statistics, correlation analysis as well as multiple regression analysis were applied in analysis of the data. The nature of the dataset was summarized using the descriptive statistics. Correlation analysis was used to establish relationship among variables and multiple regression analysis was used to determine how employee experience and workplace factors impact on productivity.

3.5 Ethical Considerations

The study is based on secondary data, which is publicly available and no personal or identifiable information on the employee was utilized during the research. The data was used in the context of academic research only, which was in line with the ethical principles of research and data privacy.

4. Results

The study provides the results using the descriptive statistics, groups comparisons, and correlation analysis to check the relationship between the factors of employee experience and productivity in the workplace, in a flexible work environment.

4.1 Descriptive Statistics

To describe the principal attributes of the data, the descriptive statistics were computed. Table 1 results indicate the distribution of the significant variables such as age, years of experience, frequency of meetings, level of satisfaction with remote work, and the productivity score.

The proverbial age of the databank employees was 41.35 years and the work experience was 9.68 years. The workers said that on average they had 2.48 meetings a day and that their satisfaction with

working remotely was 5.85 on a 10-point Likert scale. The mean productivity index was 61.71/100

which showed an average degree of productivity in the sample.

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Std. Deviation	Minimum	Maximum
Age	41.35	10.55	22	59
Years of Experience	9.68	5.79	1	20
Daily Meetings Count	2.48	1.46	0	5
Satisfaction with Remote Work	5.85	2.75	1	10
Productivity Score	61.71	20.75	30	100

As shown in Table 1, the relatively high standard deviation of productivity scores indicates variation in employee performance levels within flexible work environments.

4.2 Productivity Differences by Work Behavior

In order to determine the role of work habits in determining productivity, the productivity scores of employees who reported taking breaks during

work and those that did not were compared. This is indicated in Table 2.

The average productivity rate (67.04) of those employees, who said they took breaks during working time, was higher than that of those who did not take breaks (56.79). This conclusion is an indication that frequent pauses can lead to a better productivity in a flexible work environment (Figure 2).

Table 2: Productivity Differences Based on Break-Taking Behavior

Break Behavior	Mean Productivity Score
Takes Breaks	67.04
Does Not Take Breaks	56.79

As illustrated in Table 2, employees who take breaks demonstrate noticeably higher productivity levels.

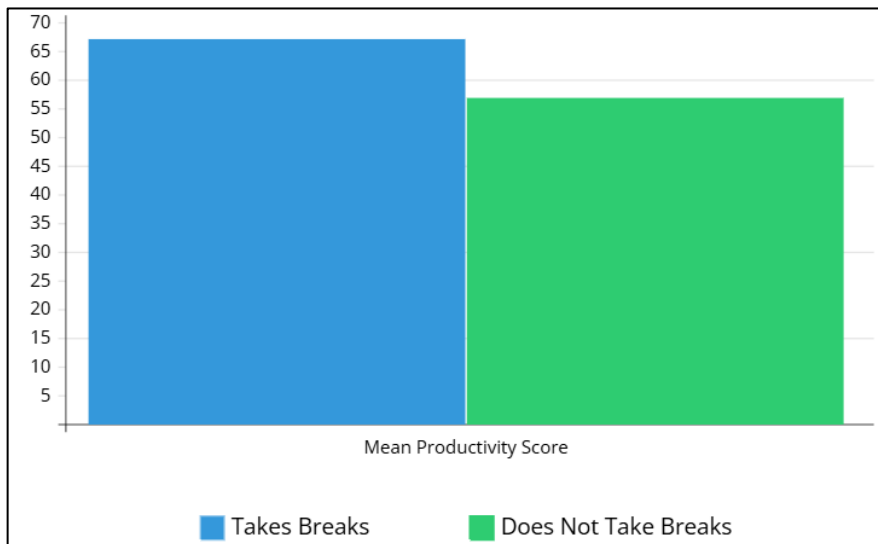


Figure 2: Productivity Comparison Based on Break-Taking Behavior

This figure illustrates the difference in productivity between employees who take breaks during work and those who do not. The results show that employees who reported taking breaks have higher productivity scores compared with those who do not take breaks.

4.3 Productivity and Workplace Environment

It also investigated the connections between the work environment and the output. The Table 3 results demonstrate the average productivity rates

of employees who have and who do not have a dedicated workspace. Workers who lacked a particular place of work indicated a little better score in productivity (62.66)

than those who had a special place (60.50). Nevertheless, these groups are rather close in terms of difference.

Table 3: Productivity by Dedicated Workspace Availability

Workspace Availability	Mean Productivity Score
Dedicated Workspace	60.50
No Dedicated Workspace	62.66

As presented in Table 3, workspace availability does not appear to have a strong effect on productivity in this sample.

4.4 Correlation Analysis

The correlation analysis has been performed to test the relationship between productivity and the main independent variables. Table 4 demonstrates the correlation matrix.

The outcomes show that the frequency of the meetings per day is positively associated with

productivity the strongest ($r = 0.257$). The daily working hours also have moderate positive relationships with productivity ($r = 0.198$). Conversely, productivity is loosely connected with satisfaction with remote work and years of experience (Figure 3).

Table 4: Correlation Matrix of Key Variables

Variable	Productivity	Meetings	Work Hours	Satisfaction	Age	Experience
Productivity	1.00	0.257	0.198	0.014	-0.084	0.019
Meetings	0.257	1.00	0.068	-0.053	-0.056	-0.036
Work Hours	0.198	0.068	1.00	0.031	0.102	0.055
Satisfaction	0.014	-0.053	0.031	1.00	-0.047	0.011

As shown in Table 4, meeting frequency demonstrates the strongest association with employee productivity among the variables analyzed.

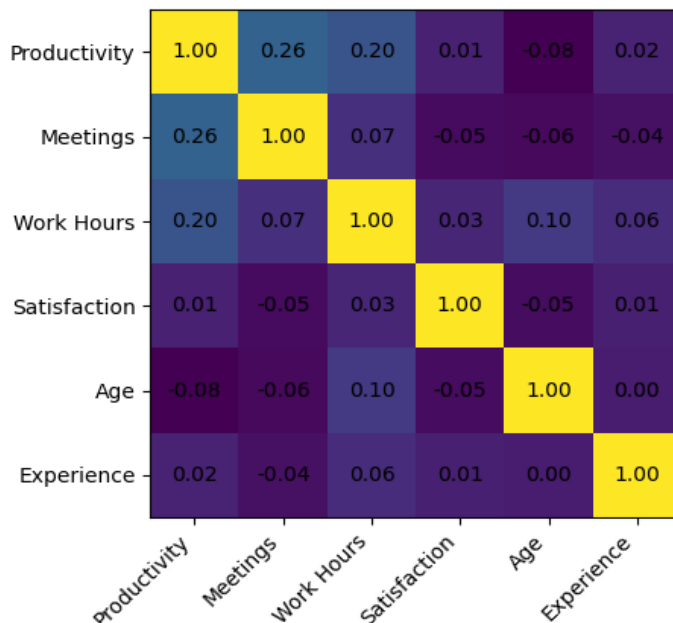


Figure 3: Correlation Heatmap of Workplace Factors and Employee Productivity

The heatmap illustrates the correlations among key study variables. Productivity shows a moderate positive relationship with meeting frequency and work hours, while satisfaction, age, and experience demonstrate weak correlations, indicating limited direct influence on employee productivity in flexible work environments.

4. Discussion

The findings of the study provide a few clues about the correlation between the elements of employee experience and the situation in the workplace and productivity in flexible working conditions. The results have demonstrated that the productivity of workers in the flexible or remote working places is also influenced by the different behavioral as well as organizational variables though not all the variables registered significant statistical associations. The descriptive statistics indicated moderate productivity of the employees with a high difference among the individuals. Such divergence implies the complexity of the flexible working environment, in which the outcomes of productivity are determined by a variety of individual, organisational, and environmental means.

The affirmative relationship between the number of meetings and the productivity of employees. The regression model indicated that everyday meetings were a strong predictor of the level of productivity among the employees. This observation indicates that formal communication and coordination can be significant in sustaining a performance in a remote or flexible workplace setting. These

findings go in line with other studies done in the past indicating the significance of communication and managerial interaction in distributed working environments. Harjanto et al. (2023) have highlighted that trust and communication are paramount in ensuring that employees remain productive in a remote environment and Wagan and Sidra (2025) have observed that adequate management and communication frameworks in a virtual team are paramount in ensuring that employees continue to remain productive in remote work environments.

The other crucial observation based on the findings is the difference in productivity between the employees who take a break at their workplace and those who do not. Workers who claimed to have breaks also showed more productivity than the ones who were not taking breaks. This observation corroborates the earlier studies that employee wellness and stress coping have a relationship with workplace productivity. Bui et al. (2021) concluded that workplace stress leads to a poor productivity level, and De Oliveira et al. (2023) emphasized that the mental health factor contributes to the development of the outcomes of employee performance. Regular breaks can be used to keep employees focused and to effectively manage the workload in the flexible work environments where employees can have blurred boundaries between personal and professional life.

There were certain factors that are normally related to productivity in the literature whose effects were not statistically significant in the current study. As a case in point, job contentment on remote

working, mental wellbeing, and workspace were not significant predictors of productivity in the sampled population. Even though prior studies indicate that the well-being of employees and workplace conditions play a key role in performance (Schmitt, 2024; Sharma, 2024), the insignificance of the relations in the current study can be attributed to the rather small sample size or the limited diversity of the data available. There is also a possibility that organizational processes, communication patterns and leadership practices have stronger impact on productivity in flexible work setting when compared to individual perceptions alone.

The results concerning the conditions of the workspace are also interesting. Despite the evidence that existence of physical work environments affects the productivity of employees (Hamed et al., 2023; Nderitu and Ndeto, 2019), the current study did not reveal any significant relationship between existence of dedicated workspace and employee productivity. This can imply that employees in flexible working conditions can be able to adjust to various workplace conditions especially through the aid of digital tools and communication technologies. The studies of working conditions have also shown that the productivity depends not only on physical space but on the work system as a whole, such as digital infrastructure and the practice of collaboration (Aufegger et al., 2022; Sailer et al., 2021).

Theoretically, the discovered results can be explained by the Job Demands Resources (JD-R) model that presupposes that employee performance depends on the balance between job demands and available resources (Lesener et al., 2019). The resources, including communication, managerial support, and planned collaboration, might assist employees in coping with the job demands and remaining productive in flexible working conditions. Also, there is another explanation of the observed relationships based on the Social Exchange Theory. This theory states that organizational practices and relationships that employees have with others in the workplace are favorable and draw positive responses (Yamao, 2024). Employees have high chances of showing greater engagement and productivity when their organizations offer effective channels of communication, trust-based management, and work environments.

The present findings add to the body of the literature about flexible and remote work because they focus on the role of communication patterns, work behaviors, and organizational processes in

determining productivity outcomes. Although there are many benefits of flexible work arrangements to both organizational and employee, productivity needs to be achieved through good coordination, leadership as well as employee well-being. With organizations still implementing hybrid and remote work approaches, it will be necessary to uncover the factors that affect productivity to build sustainable and effective work practices (Sokolić, 2022; Andrade and Andrade, 2023; Mathur et al., 2025).

5. Conclusion

This paper analyzed how factors of employee experience relate to workplace productivity in flexible work setting where there has been growing attention as organizations are turning to remote work and hybrid work setups. The study, based on a quantitative study and secondary data involving 100 employees, evaluated the effects of variables like remote work satisfaction, mental health status, workspace conditions, the frequency of meetings and work behaviors on productivity outcome. The results suggest that the productivity of flexible workplaces is a product of the interaction between the communication patterns and the work behaviors of the employees. Specifically, frequency of meeting was positively correlated with productivity indicating that well-organized communication and coordination processes are needed to sustain performance in distributed work environments. Also, the employees who said they took breaks during their work indicated a better level of productivity, which is one of the crucial characteristics of the flexible working organization. Nonetheless, there were no significant statistical correlations between other variables, including remote work satisfaction, mental health status, and workspace availability and productivity in the sample under analysis. This indicates that organizational practices, communication structure, and employee behavior interact in a complex way to affect productivity in flexible working environments, and no single factors at the workplace. In general, the research paper adds to the existing body of knowledge regarding flexible work since it gives empirical data that productive work in a changing environment is maintained by good communication, enabling management, and harmonious work schedules.

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