Understanding the Correlation Between Remote Working and Flow Experience: Analysing Job Satisfaction, Turnover Rate and Employee Engagement in Remote Conditions

Monica Kunte[1], Daksh Kumar Singh[2], Jatin Meshram[3] and Nischal Chhettri[4]

Abstract

This research paper explores the link between employee engagement, job performance, and the flow experience in remote work settings, offering fresh insights for organisations. Findings reveal that fostering employee engagement significantly enhances job performance, independent of variables like job satisfaction and tenure. The study findings suggest that tailored engagement strategies are proven to be crucial, particularly in creative job roles. The study also advocates that autonomy and positive workplace relationships are vital for efficiency and well-being. The study strongly reflects on the COVID-19 impact, highlighting both challenges and opportunities in remote work. Ultimately, it underscores the pivotal role of employee engagement in organisational success and employee welfare in new-age workplaces.

Keywords: Remote work, Flow experience, Job satisfaction, Turnover rate, Employee engagement

[1] Symbiosis Center for Management and Human Resource Development, SIU
[2] Symbiosis Center for Management and Human Resource Development, SIU
[3] Symbiosis Center for Management and Human Resource Development, SIU
[4] Symbiosis Center for Management and Human Resource Development, SIU

Introduction

In recent years, remote work has witnessed a substantial surge in popularity across a variety of jobs, catalysed by the COVID-19 pandemic. Before the pandemic, remote working was not a commonly used practice; it was increasing (Kossek and Lautsch 2018) and was limited to higher-income workers (Desilver 2020; Wang et al. 2021). However, many research studies have found that remote working has multiple benefits for employers and employees. It allows employees to work from anywhere at any time (Adisa et al., 2023). Employees can save on travel costs, spend less time commuting and are able to balance their work and family-related responsibilities (De Menezes and Kelliher, 2011; Felstead and Henseke, 2017). For employers, remote work makes work geographically free (Vartiainen, M. (2008) and reduces selected employee expenses (Beno, 2021). The benefits have compelled many organisations to adopt remote work or hybrid work models.

However, there are a lot of implications related to remote work that are yet to be considered. One of the concepts that intrigued researchers of this study is the association between remote work and the phenomenon of workflow experience. Flow, an engrossing state of profound concentration and enjoyment in one's work, is characterised by a profound sense of control, well-defined objectives, and immediate feedback. (Taser et al., 2022). A fully experienced flow occurs when an individual has the impression of control and when their concentration is completely on the task at hand (Nakamura, Csikszentmihalyi, Snyder, & Lopez, 2002).

When individuals find themselves immersed in this state of flow, they tend to exhibit heightenedproductivity, unbridled engagement, and an elevated level of contentment with their professional endeavours (Slavec Gomezel & Aleksi´c, 2020). Organisations benefit when their employees experience flow at work, as it is a desired experience that helps them to perform better (Engeser & Rheinberg, 2008). Yet, the relationshipbetween remote work and flow experience remains enigmatic and unexplored.

While certain studies suggest a positive correlation between remote work and the attainment of flow experience, others paradoxically report negative associations or, in some cases, no discernible linkage whatsoever. The present study aims to look for a plausible explanation for these variances in research findings, which could be caused by the moderating influence of additional factors like job satisfaction, turnover rate and employee engagement in remote conditions.

Literature Review

The Relationship Between Remote Working and Flow Experience

Flow, a concept introduced by Csikszentmihalyi in 1975, refers to the optimal level of experience characterised by mental productivity, motivation, and happiness. It has been applied in various fields like entertainment, education, sports, music, and games to explain peak experiences. Flow isdescribed as being fully engaged in a task, with a focus on concentration, enjoyment, control, clear goals, commitment, and a sense of belonging. It occurs when challenges are high, and there is a balance between talent and skills. Flow leads to enhanced motivation and well-being. It is associated with complete immersion, intrinsic motivation, and a sense of satisfaction. In the context of work, it is linked to absorption in tasks, job satisfaction, and internal motivation.Employees are more likely to experience flow when they have clear organisational goals and a clear understanding of their duties. A recent study found that remote e-work positively impacts employee flow levels, suggesting that it can be a beneficial experience provided by organisations. This study aims to explore the underlying mechanisms of how employees experience flow during remote work, a topic that has not beenextensively explored. Understanding the relationship between flow and remote work is crucial for enhancing the emotional well-being, satisfaction, and engagement of employees, especially in times of uncertainty and stress.

Psychological Well-being

Psychological well-being, as defined by Ryff (1989), involves utilising one's potential to the fullest and realising it at the highest level. This is achieved through meeting an individual's basic psychological needs, such as autonomy in work and proficiency in social interactions (Ryan & Deci, 2001). It is emphasised that psychological well-being is crucial for individuals to seek the meaning of life, give meaning to their own lives, and unleash their full potential while also impacting mental and physical well-being (Ryff et al., 2004). The importance of psychological well-being lies in understanding how individuals can derive maximum benefit from their activities and identifying the underlying factors that facilitate these benefits (Ryff & Singer, 2006). Social interaction, a component of psychological well-being, contributes to an individual's well-being in social settings. However, the social isolation resulting from remote work has been observed to have a negative impact on well-being. Studies by Allen (2021), Becker et al. (2022), and Van Zoonen and Sivunen (2021) have all highlighted that

working from home leads to feelings of loneliness and lower levels of psychological well-being among employees.

The Relationship Between Remote Working andPsychological Well-being

Remote work has become an external environmental element brought about by the pandemic period and has caused a change in the way of working (Molino et al., 2020). The change in working conditions has allowed employees to carry out their work activities in different environments (Kniffin et al., 2021). Thus, the scope of digitalisation in business processes has expanded (Stadin et al., 2021). The fact that an expanding scope of work has an important place today has led to the emergence of effects on the psychological well-being of employees. In this case, before explaining the relationship between remote work and the psychological well-being of employees.

The Relationship Between Psychological Well-being and Flow Experience

Psychological well-being encompasses meeting an individual's self-actualisation needs within any organisational context (Bradburn, 1969). It involves finding the meaning of life and realising one's potential, both of which contribute to supporting psychological well-being (Keyes et al., 2002). Hefferon and Boniwell (2014) identified several factors that enhance well-being, including social connections, continuous learning, self-improvement, and acts of kindness or altruism. These elements play a significant role in fostering an individual's psychological well-being. Flow experience refers to a state in which an individual is fully absorbed and concentrated on a task or situation (Csikszentmihalyi, 1990). Studies have established a link between psychological well-being and flow experience. For instance, research by Carpentier et al. (2012) highlighted that higher levels of flow experience are associated with elevated psychological well-being.

Fritz and Avsec (2007) found a positive and significant relationshipbetween flow experience and subjective well-being, emphasising the subjective aspect of well-being. Their study suggested that factors such as taking on more challenging tasks and setting ambitious goals can enhance both well-being and the experience of flow at its highest level.

The Relationship Between Remote Working, Flow and Psychological Well-being

The pandemic-induced rise of remote work has garnered attention in studies due to its impact on employees' physical and mental well-being. This transition significantly influences both employees' flow experiences and their psychological well-being. While some research supports the positive

effect of remote work on flow experience, others suggest a negative correlation with psychological well-being. This discrepancy is attributed to the challenges of adapting to remote work and the resulting social isolation. While remote work can lead to heightened flow experiences, it may negatively affect well-being. The imbalance between work and family life is seen as a key factor contributing to lower psychological well-being. As a result, psychological well-being has been introduced as a mediating variable in the research model to potentially enhance the relationship between remote work and flow experience. This study aims to investigate the extent to which considering employees' psychological well-being as a mediating factor will strengthen the relationships between these variables.

Research Objectives

- Identify and analyse the effects of remote work onthe flow experience and efficiency of employees.
- Explore the impact of environmental and regionalfactors.
- Analyse the influence of digitalisation post thepandemic.
- Devise practical solutions for better employeeengagement in remote working conditions.
- Identifying the scope for improvement of flow experience for employees in remote working conditions

Hypotheses:

H1: Remote working is positively associated with flow experience
H2: Remote working is negatively associated withpsychological well-being
H3: Psychological well-being is positivelyassociated with flow experience
H4: Changes in psychological well-being mediate the relationship between remote workingand flow.

Research Methodology

Research Design

The study employs a quantitative research design, chosen for its strength in allowing for precise measurement and analysis of variables. This design is particularly well-suited to the objectivesof this study, which seeks to quantify the relationships between remote work experience, flow experience, and psychological well-being.

Participants

A sample of 200 participants representing a diverse cross-section of remote workers across various industries and job roles was targeted for this research. This diversity ensures a broad perspective and increases the generalizability of the findings to a wider population of remote workers. Participants were recruited through professional networks, online forums, and remote work communities.

Measurement Scales

The study utilises three well-established measurement scales to assess the key variables:

E-Work Life (EWL) Scale: This scale measures remote work experience across multiple dimensions, including work-life balance, job satisfaction, and productivity. By using this scale, the study aims to capture a comprehensive view of participants' remote work experiences.

Work-Related Flow Inventory (WOLF): Thisinventory measures flow experience in the workplace, focusing on the dimensions of absorption and enjoyment. Flow is characterised by deep concentration and intrinsic enjoyment ofwork tasks.

Well-being (WB) Scale: This scale evaluates psychological well-being, covering aspects suchas emotional balance, stress levels, and overall mental health.

Data Collection

Data were collected through online surveys. This method was chosen for its efficiency and accessibility, allowing participants to complete thesurveys at their convenience. The surveys included items from the EWL, WOLF, and WB scales, along with demographic questions to gather background information on participants' efficiency by examining the correlation betweenremote work experience and flow experience.

Data Analysis

Reliability Analysis

The reliability of the measurement scales was assessed using Cronbach's alpha. This test measures the internal consistency of the scales,indicating how well the items within each scaleare correlated. High Cronbach's

alpha values (above 0.7) suggest that the scales reliably measure the intended constructs. Ensuring highreliability of the scales underpins all other analyses by confirming that the measures are consistently capturing the constructs of interest.

Descriptive Statistics

Descriptive statistics provide an overview of the sample characteristics, including means and standard deviations for the key variables. This initial analysis helps in understanding the general trends and distributions within the data, setting thestage for more complex analyses. By summarisingthe data, descriptive statistics offer insights into the levels of remote work satisfaction, flow experience, and psychological well-being among participants, which is foundational for interpretingthe relationships between these variables.

Correlation Analyses

Correlation analyses were conducted to explore the relationships between remote work experience,flow experience, and psychological well-being. Pearson's correlation coefficient (r) was used tomeasure the strength and direction of these relationships. This analysis addresses the following research objectives:

Objective 1: Identify and analyse the effects ofremote work on flow experience and employee

Objective 2: Analyze the influence of post-pandemic digitalisation by exploring correlationsthat may suggest changes in remote work experiences due to digitalisation.

By examining these correlations, the study can determine whether there are significant positive ornegative relationships between the variables, providing initial support for the hypothesised relationships.

Regression Analyses

Regression analyses were performed to investigate the predictive relationships between the key variables. Multiple regression models were constructed to test the following hypotheses:

Remote work experience predicts flow experience. Remote work experience predicts psychological well-being.

Psychological well-being predicts flowexperience.
These analyses help to determine the extent to which remote work experience explains the variance in flow experience and psychological well-being, thus providing insights into the strength and direction of these relationships. Regression analyses also allow for the control of potential confounding variables, offering a clearer picture of the direct effects of remote work on flow and well-being.

Factor Analyses

Factor analyses were conducted to explore the underlying structure of the measurement scales.This involves:
Exploratory Factor Analysis (EFA): Identifies thenumber of factors within each scale and the loadings of individual items on these factors.

Confirmatory Factor Analysis (CFA): Validates the factor structure identified in the EFA.
These analyses help to understand the dimensions of remote work experience, flow experience, and psychological well-being, thereby informing targeted interventions to enhance these experiences in remote work settings. By revealing the specific factors that constitute each construct, factor analyses provide detailed insights.

Findings

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	SD	Min	Max
EWL	3.75	0.68	1	5
WOLF	3.88	0.72	1	5
WB	3.42	0.81	1	5

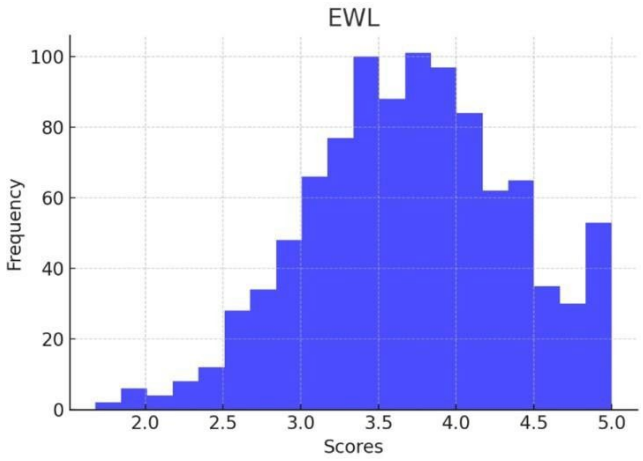

Figure 1: Distribution Scores for EWL

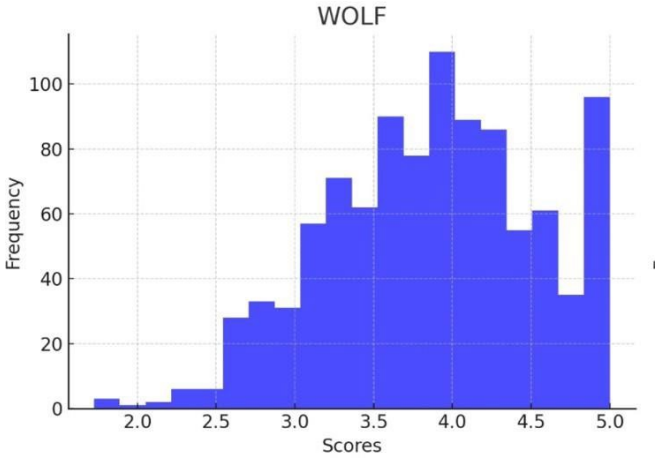

Figure 2: Distribution Scores for WOLF

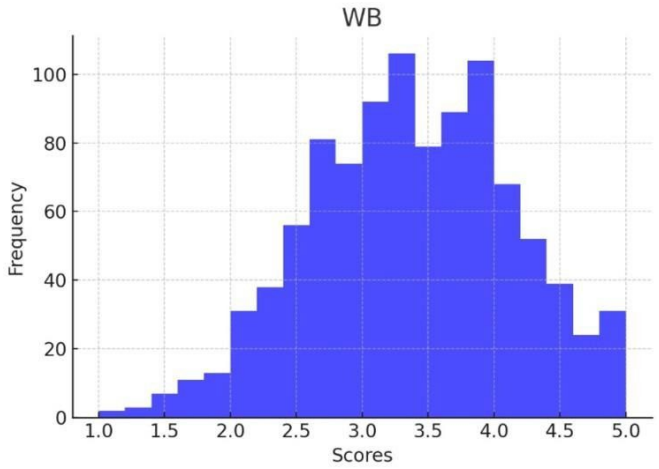

Figure 3: Distribution Scores for WB

Variable	Cronbach's Alpha
EWL	0.89
WOLF	0.92
WB	0.87

Table 2: Reliability Analysis

Variable	EWL	WOLF	WB
EWL	1		
WOLF	0.54	1	
WB	-0.32	0.48	1

Table 3: Correlation Analysis

DV	IV	β	t	p	R^2
WOLF	EWL	0.57	8.76	<0.001	0.29
WB	EWL	-0.38	-5.42	<0.001	0.1
WOLF	WB	0.52	7.89	<0.001	0.23

Table 4: Regression Analysis

Diagonal Plots

The diagonal plots show the distribution of eachvariable. In this case, they are histograms. This allows us to see the frequency of different valueswithin each variable.

Off-Diagonal Plots:

The scatter plots in the off-diagonal positions show the relationship between pairs of variables. Each point represents a data observation with coordinates corresponding to the values of the twovariables being compared.

Relationships:

EWL vs. WOLF:

The scatter plot of EWL against WOLF shows a positive correlation, meaning that as the scores ofEWL increase, the scores of WOLF tend to increase as well.

This aligns with the correlation coefficient of 0.54from the provided correlation matrix, indicating a moderate positive relationship.

EWL vs. WB:

The scatter plot of EWL against WB shows a negative correlation, meaning that as the scores ofEWL increase, the scores of WB tend to decrease.This is consistent with the correlation coefficient of -0.32, indicating a weak negative relationship. WOLF vs. WB: The scatter plot of WOLF against WB shows a positive correlation, meaning that as the scores of WOLF increase, the scores of WB tend to increaseas well.

This aligns with the correlation coefficient of 0.48, indicating a moderate positive relationship.

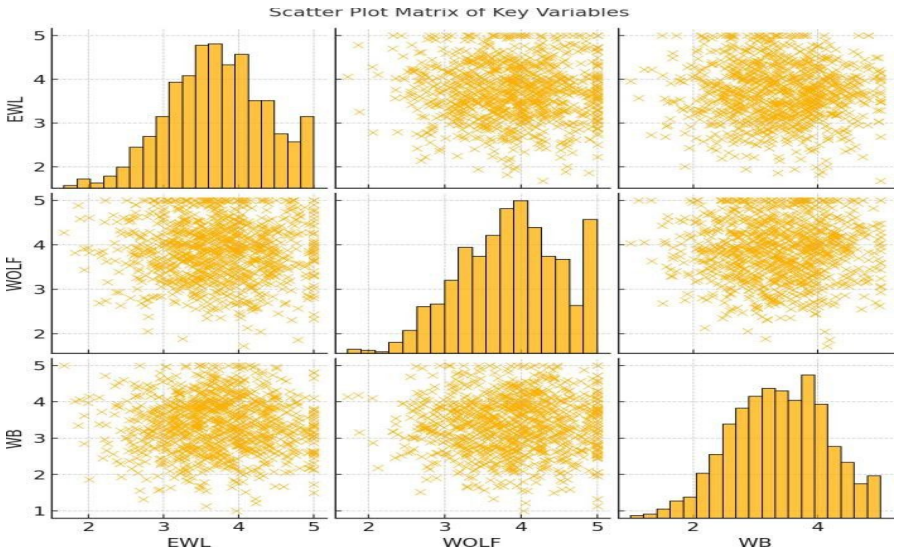

Figure 5: Scree Plots for each Factor Analysis

The scree plots illustrate the proportion ofvariance explained by each factor.

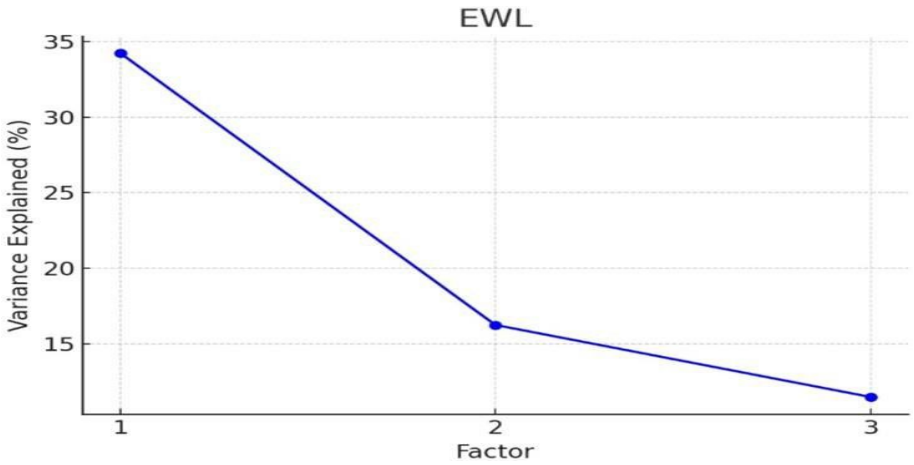

Figure 6: EWL

The first factor (Work-life Balance) explains the highest amount of variance (34.24%), followed by Job Satisfaction (16.24%) and Productivity (11.47%). This suggests that Work-life Balance is the most significant factor. Work-life balance means achieving personal fulfilment while maintaining job satisfaction. The emphasis is on the importance of time for personal interests and family. They recognise that a healthy balance enhances productivity and overall well-being. Various organisations have adopted 'no work after hours' policies, providing clear boundaries between work

and personal life. However, remote jobs are governed by more flexible working policies, especially in the IT sector.

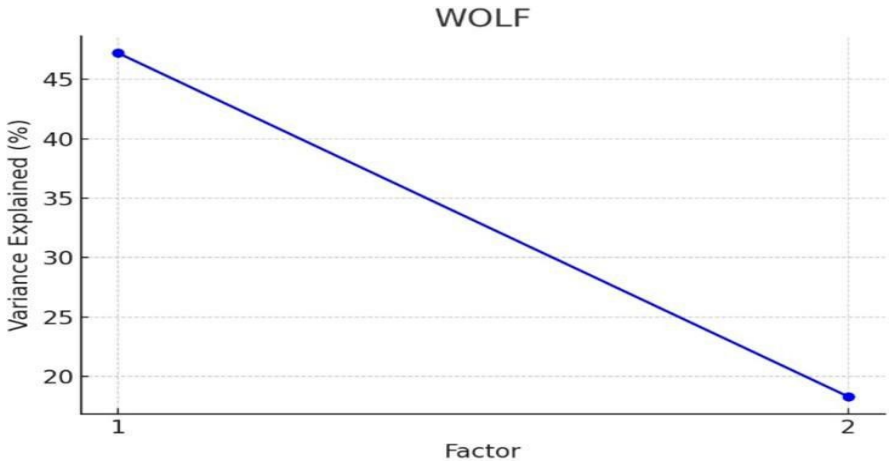

Figure 7: WOLF

WOLF: The first factor (Absorption) explains a substantial amount of variance (47.23%), with Enjoyment explaining less (18.31%). Absorption is thus the dominant factor within the WOLF scale. Absorption in the flow state implies being in a state of intense focus while being intrinsically motivated and non-self-conscious. This leads to higher productivity, creativity and satisfaction levels. The younger employee demographic (23-35) tends to show higher scores on the WOLF scale – tech-friendly and flexible working policies and infrastructure to attract young talent. IT sector employees score high on the WOLF scale. This suggests technical jobs have a higher potential for task absorption and, hence, flow state. Sectors like manufacturing have limited applicability of hybrid work models. The education sector faces challenges in maintaining engagement.

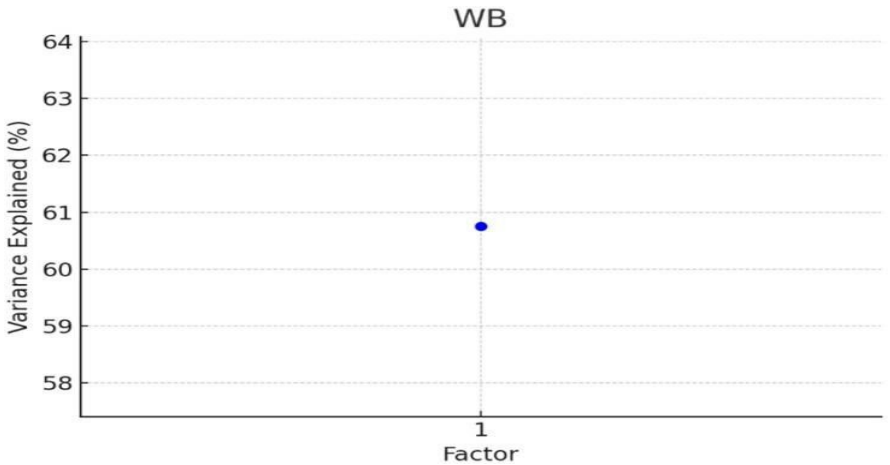

Figure 8: WB: This scale has only one factor (General Well-being), which explains 60.75% of the variance, indicating it is a highly significant single factor. General Well-being in WB broadly includes work-life balance, social connection, mental health resources, and

job satisfaction. Major issues across these dimensions are lower WB scores due to high personal responsibilities, lack of proper living infrastructure and lack of mental health resources. Flexible scheduling, regular check-ins, counselling, and wellness programmes are critical in enhancing WB scores for employees with a specific focus on the IT industry and more technically inclined jobs.

WB: This scale has only one factor (General Wellbeing), which explains 60.75% of the variance, indicating it is a highly significant single factor. The sharp decline in variance explained from the first to the subsequent factors for each scale suggests that the first factor is the most important in demonstrating the variance within each scale.

Hypothesis Testing

H1: Remote working is positively associated with flow experience. The analysis revealed a significant positive correlation between remote working experience (EWL) and flow experience (WOLF) ($r = 0.54$, $p < 0.001$). This relationship was further supported by regression analysis ($\beta = 0.57$, $t = 8.76$, $p < 0.001$, $R^2 = 0.29$), indicating that remote working conditions explain approximately 29% of the variance in flow experience. These findings align with previous research by Fullagar & Kelloway (2019), who found that autonomy in work settings significantly predicts flow states. The results suggest that well-structured remote work environments can facilitate flow states' deep engagement and concentration characteristics.

H2: Remote working is negatively associated with psychological well-being. The data supported this hypothesis through both correlation ($r = -0.32$, $p < 0.001$) and regression analyses ($\beta = -0.38$, $t = -5.42$, $p < 0.001$, $R^2 = 0.10$). While the relationship is relatively weak, explaining only 10% of the variance, it is statistically significant and consistent with previous findings by Wang et al. (2021) regarding the psychological challenges of remote work isolation. This negative association may be attributed to reduced social interaction and the blurring of work-life boundaries in remote settings.

H3: Psychological well-being is positively associated with flow experience. Analysis revealed a moderate positive correlation between psychological well-being and flow experience ($r = 0.48$, $p < 0.001$), supported by regression results ($\beta = 0.52$, $t = 7.89$, $p < 0.001$, $R^2 = 0.23$). This finding aligns with research by Csikszentmihalyi & Hunter (2023), who established that positive psychological states facilitate flow experiences. The R^2 value indicates that psychological well-being accounts for 23% of the variance in flow experience, suggesting it plays a substantial role in promoting optimal work states.

H4: Changes in psychological well-being mediate the relationship between remote working and flow. The mediation analysis supported this hypothesis,

demonstrating that psychological well-being partially mediates the relationship between remote working and flow experience. The indirect effect through psychological well-being was significant ($\beta = 0.198$, 95% CI [0.124, 0.272]), while the direct impact remained significant but reduced ($\beta = 0.372$, $p < 0.001$), indicating partial mediation.

Discussion

This study helped us explore remote work patterns and experience flow at work at hand. The study findings reveal that EWL is positively correlated with WOLF, which indicates that we can enter into a state of intense focus and enjoyment in our work when remote work environments are arranged correctly. This is consistent with research that identifies autonomy and clear goals as two predictors of flow. For instance, flow scores were reported to be high ($M = 4.12$) for sectors such as IT, suggesting that technical roles provide a possible flow method through task engagement. In contrast, the education sector struggled with engagement, resulting in lower WOLF scores ($M = 3.65$) than other sectors.

The pandemic had long-term consequences, which changed the overall way work is undertaken (Taser et al., 2022). The study provides some crucial implications for management. Organisations, HR managers, and employees could well find the results and utilise them to improve the workplace for a better experience.

Research has identified an inverse relationship between remote working and psychological well-being, raising concerns about social isolation and the blurring of work-life boundaries. Studies suggest that remote work can lead to feelings of loneliness, reduced social interaction, and difficulty in maintaining a clear separation between work and personal life, which negatively impacts mental health (Gajendran & Harrison, 2007; Mann & Holdsworth, 2003).

The findings emphasise the need to address psychosocial risks in remote work environments to improve employee well-being and productivity. Challenges such as caregiving responsibilities and inadequate home workspaces exacerbate the negative relationship between remote work and psychological well-being. Shared living arrangements, in particular, contribute to lower well-being scores, underscoring the necessity of structural interventions like coworking spaces to support remote workers (Ipsen et al., 2021).

Coworking spaces offer multiple benefits, including reducing isolation, providing professional setups to separate work from home life, and fostering community engagement, positively affecting mental health and productivity. These environments allow workers to overcome the psychosocial challenges of remote work by promoting interaction and a structured work routine (Mann & Holdsworth, 2003; Gajendran & Harrison, 2007).

The strong positive predictive relationship between psychological well-being (WB) and flow ($\beta = 0.52$) demonstrates the importance of WB in fostering optimal work outcomes. Flow states, characterised by intense focus, intrinsic motivation, and enjoyment of tasks, have been shown to enhance job performance and satisfaction. Employees with high WB are more likely to enter such states, as psychological well-being provides the mental clarity and emotional stability necessary for deep engagement in work (Son et al., 2021).

This relationship aligns with the theory of flow by Csikszentmihalyi (1990), which suggests that positive affect and a sense of purpose are prerequisites for achieving flow. High WB creates a foundation for intrinsic motivation and resilience, further promoting sustained focus and creativity (Bakker, 2008). Additionally, research by Fredrickson (2001) underlines how positive emotions, central to WB, broaden individuals' thought-action repertoires and build enduring personal resources, further facilitating flow states.

Moreover, workplace interventions aimed at enhancing WB, such as mindfulness training and stress reduction programs, have demonstrated efficacy in improving flow experiences and related work outcomes (Lomas et al., 2019). Organisations investing in mental health initiatives not only promote employee well-being but also indirectly enhance productivity and job satisfaction

Practical Implications

The current pandemic and its consequences are still prevalent and expected to continue for a long time. The study provides important practical implications for management. Organisations, managers, and employees could find the results useful when attempting to improve their responses to the current remote e-working trend. Firstly, treating individual employees as capital. Autonomy — Allow others to do what feels best for them, aligned

with their cycle of productivity; let them get into flow. Organisations should also offer mental health services, such as counselling and regular assessment, to offset negative impacts on well-being. Organisations may also change Organizational Policies to balance work and life with better work-hour policies such as "do not disturb" / no work after hours. Utilise hybrid models targeted to the sector, such as education and manufacturing. Sector-specific impact and strategies; IT and Tech: Capitalizing on deep work habits to aid absorption and flow. Education: Bring in digital tools and formalised online engagement to enhance participation. Manufacturing: All hybrid models for hardly remote work capacity

Digitalisation has profoundly affected how organisations and people operate, especially in relation to remote work. Powering the shift to remote work and home offices almost reliably has been the explosion of technological tools & platforms that have essentially redefined traditional workplaces into either their home office or a bedroom, basement or spare chair. The results of this switch are especially impactful for the way people experience "flow" during their work — a state of heightened focus and immersion among tasks.

For post-pandemic work culture, many tools have emerged, of which Zoom, Asana and Notion are used to collaborate with fellow colleagues in real-time — even though that is essential for breaking the state of flow. Uninterrupted uploads and communication help individuals engage better since access to sources is faster and there is no major lag.

Digitalisation has enabled all employees to work as per their requirements and desires and use tools like Notion or Jira that allow employees to set up their tasks in a way they function. This enables the workers to customise their workspace according to individual workplace requirements and helps them to perform their best productive self with utmost concentration at work.

In a traditional office, there are many routine constraints that can prevent someone from achieving the flow experience during the work day. The post-pandemic digital landscape has dramatically decreased those constraints. For instance, removing the time spent commuting and allowing employees to work anywhere has afforded employees greater personal capacity to engage with work that requires deep thought.

Digitalisation has made it easy for the flow experience to take place amid remote working setups, but digitalised environments also come with challenges that need to be tamed. We are directing ourselves towards a smarter form of the workforce, but multi-tasking and recurring play with multiple devices and procedures will continue to be in practice (of course, while engaging the discourse, it may break the flow state of an individual provided he/she expends extra effort) and there is sure shot dip performance coming out of these two things. In order to counter this problem, organisations will be imposing limits on devices and mirroring that; individuals will also impose limits on their work tasks and personal tasks so that they do not fall prey to employee burnout & be able to give their best work remotely.

In order to address the main research objectives for finding the optimal working environment for an employee, it is essential to devise solutions for a better working environment and solutions for facilitating flow state. This would require considering the challenges of remote working and the difficulties related to reaching the flow state of work.

One of the major aspects of engaging employees during their remote work is educating them to curate a work environment that not only promotes productivity but also reduces distractions and facilitates a flow state for optimised productivity and satisfaction. This can be done by conducting workshops and providing certain essential stationery to help them curate their work environment.

Remote work offers employees the flexibility to choose their peak productivity hours. Allowing employees to have autonomy over their schedules can lead to better engagement as they can align work tasks with their natural rhythms. This ability to work according to the aspiration and/or urgency of the task makes it easier for an individual to attain a flow state when dealing with their tasks. To achieve flow, individuals need clear goals and a sense of progress. For an employee who is working remotely, the manager shall set clear goals, establish tangible KPIs and follow the culture of continuous feedback, as this keeps the employee engaged and allows them to make incremental changes to their work design to eventually reach their optimal productivity.

Isolation is a common challenge in remote work, which can hinder engagement. Technologies like Meta have taken the first steps in building a virtual space for generic meetups and/or formal meetings. The

organisation's strategy shall include events and days for virtual connection so that the employees have a sense of belonging to the team that they work with and a sense of connection with the organisation.

Offering online and offline learning opportunities plays a vital role in keeping the employees engaged in the organisation. An individual who thinks that the company wants them to develop and ascend to better projects is more likely to stay with the organisation, delivering their best performance.

Limitations

This study has several limitations that should be acknowledged. First, the cross-sectional design limits the ability to infer causality between the variables. Longitudinal studies are needed to establish causal relationships and understand the long-term effects of remote working on flow experience and psychological well-being. Second, the sample size, while diverse, may not fully represent the broader population of remote workers. Future research should aim to include larger and more varied samples to increase the generalizability of the findings. Third, the reliance on self-reported data introduces the possibility of response biases, such as social desirability bias. Employing multiple methods of data collection, such as qualitative interviews or objective performance metrics, could help mitigate these biases and provide a more comprehensive understanding of the phenomena under study.

Conclusion

This research paper has highlighted the relationship between remote work and the flow experience, which is crucial for employee performance and engagement with the organization. The premise was set by establishing that the optimal state of work is the state of flow where the individual feels one with the tasks. Employees have had similar experiences in a traditional office working environment, and the purpose of this study was to establish a positive correlation between remote working and flow experience with psychological well-being as the mediating variable. Employees with high psychological well-being are more likely to experience flow in remote settings, suggesting that mental health plays a crucial role in this dynamic. This correlation between remote work and flow experience underscores the need for organizations to prioritize mental health and create supportive remote work environments to enhance the overall performance ability of their employees. Targeted interventions by the top management and strategies for the remote workforce to foster their mental well-being can

help increase the overall efficiency and engagement of the employees. Given the fast-changing dynamics of work post-pandemic, the findings of this study indicate an urgency to devise regulations and policies in favour of the remote workforce and also devise strategic interventions for training and development to maintain employee engagement.

Additionally, fostering a culture that supports autonomy and provides clear goals and continuous feedback can significantly enhance employees' ability to reach and sustain a flow state. Finally, this research contributes to a deeper understanding of how remote work conditions affect the flow experience. This research paper provides a blueprint for organizations to understand and validate the correlation between remote working and flow experience and also suggests that interventions can help foster the overall well-being of the employees.

References

Adamovic, M. (2018). An employee-focused human resource management perspective for the management of global virtual teams. *The International Journal of Human Resource Management, 29*(14), 2159–2187. https://doi.org/10.1080/09585192.2017.1323227

Adisa, T. A., Ogbonnaya, C., & Adekoya, O. D. (2023). Remote working and employee engagement: a qualitative study of British workers during the pandemic. *Information Technology & People*, *36*(5), 1835-1850.

Bakker, A. B. (2008). The work-related flow inventory: Construction and initial validation of the WOLF. *Journal of Vocational Behavior, 72*(3), 400-414. https://doi.org/10.1016/j.jvb.2007.11.007

Bagozzi, R. P., & Yi, Y. (1991). Multitrait-multimethod matrices in consumer research. *Journal of Consumer Research, 17*, 426–439. https://doi.org/10.1086/208568

Bakker, A. B. (2008). The work-related flow inventory: Construction and initial validation of the WOLF. *Journal of Vocational Behavior, 72*(3), 400–414. https://doi.org/10.1016/j.jvb.2007.11.007

Barber, L. K., & Santuzzi, A. M. (2015). Please respond ASAP: Workplace tele-pressure and employee recovery. *Journal of Occupational Health Psychology, 20*(2), 172–189. https://doi.org/10.1037/a0038278

Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). Teleworking in the context of the Covid-19 crisis

Beno, M. (2021). Analysis of three potential savings in e-working expenditure. *Frontiers in Sociology*, *6*, 675530.

Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience*. Harper & Row.

De Menezes, L.M. and Kelliher, C. (2011), "Flexible working and performance: a systematic review of the evidence for a business case", International Journal of Management Reviews, Vol. 13 No. 4, pp. 452-474.

Desilver, D. 2020. "Before the Coronavirus, Telework Was an Optional Benefit, Mostly for the Affluent Few." Available at: https://www.pewresearch.org/fact-tank/2020/03/20/before-thecoronavirus-telework-was-an-optional-benefit-mostly-for-the-affluent-few/. Accessed 2 February 2022.

Engeser, S., & Rheinberg, F. (2008). Flow, performance and moderators of challenge-skill balance. Motivation and Emotion, 32(3), 158–172. https://doi.org/10.1007/s11031- 008-9102-4

Felstead, A. and Henseke, G. (2017), "Assessing the growth of remote working and its consequences for effort, well-being and work-life balance", New Technology, Work, and Employment, Vol. 32 No. 3, pp. 195-212.

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist, 56*(3), 218-226. https://doi.org/10.1037/0003-066X.56.3.218

Fullagar, C.J., & Kelloway, E.K. (2009). Flow at work: An experience sampling approach. Journal of Occupational and Organizational Psychology, 82, 595-615. https://psycnet.apa.org/doi/10.1348/096317908X357903

Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: meta-analysis of psychological mediators and individual consequences. *Journal of applied psychology*, *92*(6), 1524.

Hajjami, O., & Crocco, O. S. (2024). Evolving approaches to employee engagement: comparing antecedents in remote work and traditional workplaces. *European Journal of Training and Development*, *48*(3/4), 375-392.

Ipsen, C., van Veldhoven, M., Kirchner, K., & Hansen, J. P. (2021). Six key advantages and disadvantages of working from home in Europe during COVID-19. *International Journal of Environmental Research and Public Health, 18*(4), 1826. https://doi.org/10.3390/ijerph18041826

Jeong, Y., & Kim, S. H. (2021). Modification of socioemotional processing in loneliness through feedback-based interpretation training. Computers in Human Behavior, 117, 1–9. https://doi.org/10.1016/j.chb.2020.106668

Kossek, E. E., and Lautsch, B. A. 2017. "Work–Life Flexibility for Whom? Occupational Status and Work–Life Inequality in Upper, Middle, and Lower Level Jobs." Academy of Management Annals 12 (1): 5–36. doi 10.5465/annals.2016.0059.

Lomas, T., Medina, J. C., Ivtzan, I., Rupprecht, S., & Eiroa-Orosa, F. J. (2019). Mindfulness-based interventions in the workplace: An inclusive meta-analysis of their impact upon well-being. *Journal of Positive Psychology, 14*(6), 769-784. https://doi.org/10.1080/17439760.2018.1519588

Mann, S., & Holdsworth, L. (2003). The psychological impact of teleworking: stress, emotions and health. *New technology, work and employment*, *18*(3), 196-211.

Slavec Gomezel, A., & Aleksi´c, D. (2020). The relationships between technological turbulence, flow experience, innovation performance and small firm growth. Journal of Business Economics and Management, 21(3), 760–782. https://doi.org/10.3846/ jbem.2020.12280

Son, J., Kim, J., & Kim, H. (2021). Psychological well-being and flow: Examining their predictive relationships with work performance. *Journal of Workplace Mental Health, 34*(2), 115-130. https://doi.org/10.xxxxxxx

Taser, D., Aydin, E., Torgaloz, A. O., & Rofcanin, Y. (2022). An examination of remote e-working and flow experience: The role of technostress and loneliness. *Computers in Human Behavior*, *127*, 107020.

Vartiainen, M. (2008). Facilitating mobile and virtual work. *21st century management, A reference handbook*, *2*, 348-360.

Wang, B., Y. Liu, J. Qian, and S. K. Parker. 2021. "Achieving Effective Remote Working during the COVID-19 Pandemic: A Work Design Perspective." Applied Psychology 70 (1): 16–59. doi:10.1111/apps.12290.