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**EMPLOYEE ENGAGEMENT STRATEGIES
IN REMOTE TEXTILE WORK AND E-COMMERCE****СТРАТЕГИИ ВОВЛЕЧЕНИЯ СОТРУДНИКОВ В УДАЛЕННУЮ РАБОТУ
В ТЕКСТИЛЬНОЙ ПРОМЫШЛЕННОСТИ И ЭЛЕКТРОННОЙ КОММЕРЦИИ**A.K. KADHIM¹, M.T. FADHIL², M. ZHUSUBALIEVA³, N.H. QASIM⁴, T.K.Y. AL HILFI⁵A.K. КАДХИМ¹, М.Т. ФАДХИЛ², М. ЖУСУБАЛИЕВА³, Н.Х. КАСИМ⁴, Т.К.Й. АЛЬ ХИЛФИ⁵¹Al-Turath University, Baghdad, Iraq ,²Al-Mansour University College, Baghdad, Iraq,³Osh State University, Osh, Kyrgyzstan,⁴Al-Rafidain University College, Baghdad, Iraq,⁵Madenat Alelem University College, Baghdad, Iraq)¹Университет Аль-Турат, Багдад, Ирак,²Университетский колледж Аль-Мансура, Багдад, Ирак,³Ошский государственный университет, Ош, Кыргызстан,⁴Университетский колледж Аль-Рафидаин, Багдад, Ирак,⁵Университетский колледж Маденат Алелем, Багдад, Ирак)

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This study investigates employee engagement strategies in remote textile work and e-commerce settings. The article aims to analyse the impact of organizational role in this process and how the conditions in which one works digitally and fatigue predictors affect the person in their engagement of work and how it translates to measurable productivity. This involved collecting data from 1,000 individuals via a structured survey with semi-structured interviews and internal performance logs, some of which had five different job categories. Normalized scores, time-weighted productivity metrics, and fatigue-adjusted efficiency models were integrated into this operational methodology to capture the role-based engagement dynamics.

The study found that engagement and productivity across job roles are uneven, with executive and senior analyst roles revealing higher engagement efficiency while entry-level and support scores lag due to reduced access to leadership and increased levels of digital fatigue. Utilizing regression analysis, engagement and supervisor accessibility emerged as positive predictors of productivity whereas digital fatigue exhibited a negative effect. Thematic coding of the interview data replicated the quantitative findings and revealed communication clarity, recognition systems, and task autonomy as paramount to sustaining engagement in virtual environments.

The study introduces a coherent framework for assessing engagement in digitally-mediated work environments and provides both empirical and theoretical knowledge for organizations striving to enhance performance and well-being in the digital workplace. These include the implementation of role-specific ways of engagement and early leaders modeling behaviors that reduce fatigue and enable continued high performance.

В статье исследуется влияние организационной составляющей на вовлеченность сотрудников в трудовую деятельность в условиях удаленной работы в текстильном производстве и сфере электронной торговли и каким образом условия цифровой рабочей среды и факторы усталости отражаются на производительности труда. Исследование включало анализ информации о 1000 человек пяти различных категорий должностей. Сбор данных осуществлялся посредством структурированного опроса, полуструктурированных интервью и внутренних отчетов о результатах деятельности. Для выявления динамики вовлеченности работников разных ролей были использованы нормированные показатели, временные взвешенные метрики продуктивности и модели эффективности, скорректированные с учетом утомляемости.

Исследование показало неравномерность вовлеченности и продуктивности среди представителей различных должностных позиций: сотрудники высшего звена и старшие аналитики демонстрируют более высокий уровень вовлеченности, тогда как показатели сотрудников начального уровня и специалистов поддержки отстают вследствие ограниченного доступа к руководству и повышенного уровня цифрового переутомления. Регрессионный анализ выявил вовлеченность и доступность руководства как положительные предикторы продуктивности, тогда как цифровая усталость оказывала отрицательное воздействие. Тематическая кодировка результатов интервью подтвердила количественные выводы и показала важность ясности коммуникации, системы признания заслуг и автономии выполнения задач для поддержания вовлеченности в виртуальной среде.

Keywords: remote work; employee engagement; digital fatigue; e-commerce workforce; productivity metrics; leadership accessibility; textile industry.

Ключевые слова: удаленная работа; вовлеченность сотрудников; цифровая усталость; персонал сферы электронной коммерции; метрики производительности; доступность руководителей; текстильная промышленность.

Introduction

The 21st century has opened employees to a world with digital marketing, real-time customer interactions as well as data-driven decision-making. Textile supply chains have become more complicated by the advent of online marketplaces, digital storefronts and direct-to-consumer models. As the textile industry is rapidly moving towards e-commerce, it offers significant opportunities for remote work models that provide flexibility but also

new challenges. However, output metrics or the so-called management tricks alone cannot be the answer and companies must foster a productive, but above all, motivated, resilient and engaged workforce in the purpose of the company [1, 2].

Specifically, remote work involves its own set of challenges that are capable of greatly impacting employee engagement. Workers at remote textile operations tend to work in isolation from the immediate support

structures of their coworkers and supervisors. Physical distance may lead to isolation and makes it hard to sustain collaboration and keep sight of their common purpose. With the shift to remote e-commerce roles exacerbating these challenges, the demand snowballs for workers to learn to adapt to new processes, new digital collaboration tools and new performance expectations. While remote work presents an opportunity for flexibility and convenience, these benefits risk being swamped by burnout, miscommunication, and degenerating morale if there are no effective engagement strategies in place [3].

These conditions add a quality of nuance to the definition of employee engagement. The engagement here is not simply making employees have fun doing their job, its enabling employees be armed, motivated and supported as they take the business forward in a competitive digital economy [4].

Employee well-being extends beyond up-to-date job satisfaction surveys or performance reports; it acknowledges the whole of their work force, their emotional, psychological and professional needs. This results in employees who tend to be more energetic, creative, problem solving and committed to achieve organizational objectives. They contribute to building a positive company culture, encouraging innovation, and ultimately drive the organization's growth in a competitive and turbulent market. In fact, for the textile industry, this means that fashion brands need to rethink their engagement strategies specifically under the circumstances presented by the increase of both home office and e-commerce, each accompanied by their respective challenges and opportunities [5].

One of the key drivers of employee engagement in remote working textile and e-commerce roles is that of leadership. Managers and supervisors are often the most well-positioned to model and monitor these new behaviors that lead to a thriving employee experience. In remote areas, where you may not be visible in person or see your employees face-to-face — the need for strong leadership only intensifies. In order to feel connected, the employees need leaders to foster open community and ensure that the employees are engaged

and feel appreciated. This involves not just technical know-how but also the capacity to foster trust and provide meaningful feedback and adapt to the unique shortcomings of each team member [6, 9].

Technology is another major factor to improve employee engagement. However, with digital communication platforms, project management tools and performance tracking systems can connect remote workforce with their organizations. These tools keep a distributed and dispersed workforce cohesive and engaged, helping with maintaining work execution in an organized way, improve transparency, and effectively communicating in real-time. Yet, technology in itself is insufficient and needs to be combined with designed strategies and policies that foster engagement, rewards and professional development [7, 10].

Introducing meaningful incentive and recognition programs can make a huge difference in employee engagement. Employees, who feel their contributions and efforts are appreciated and rewarded, they are preferable to be motivated and productive at work. For the niche area of textile and e-commerce, they may be performance-based incentives, learning opportunities, flexible work hours. Companies can create a work environment where employees feel appreciated and empowered to give their best by tying incentives back to the organizational goals [8, 11].

The article aims to review the efficacy of employee engagement strategies in the remote textile work and e-commerce sectors.

Methodology

A three-phase model was followed to allow for solid triangulation between engagement measures that were perception-based and those that were behavior-based (table 1). Phase I assessed general engagement indicators using quantitative surveys. During phase II, qualitative interviews allowed for exploration of individual-level variation and contextual influences. Phase III was oriented towards performance data modelling using enterprise logs to provide task-based productivity indices. This conformed to a parallel convergence design, to enable data collection simultaneously, and convergence of data during analysis [7, 9, 12].

Table 1

Phase	Data Type	Objective	Instrument Type	Data Source
Phase I	Quantitative	Engagement pattern identification	Structured Questionnaire	Remote textile/e-commerce workers
Phase II	Qualitative	Contextual elaboration of engagement	Semi-Structured Interviews	Selected subsample
Phase III	Quantitative	Objective productivity measurement	Performance Metrics Logs	Internal systems

A **stratified random sampling** method was used to draw samples from a population of 5,000 remote textile and digital commerce employees across multiple departments. Stratifi-

cation was based on role, seniority, and departmental function (table 2). This ensured variance control and accurate representation [13].

Table 2

Department	Role	Population	Sample	Sampling Technique
Textile Production Unit	Entry-Level	2,000	400	Stratified Random
E-Commerce Operations	Mid-Level Technicians	1,500	300	Stratified Random
Logistics & Fulfillment	Support Staff	500	100	Stratified Random
IT & Digital Infrastructure	Senior Analysts	500	100	Stratified Random
Administrative Management	Executives	500	100	Stratified Random

Surveys used 10-point Likert-scale items adapted from existing scales [10], while inter-

views followed open and axial coding frameworks (table 3) [5].

Table 3

Instrument	Item Types	Platform	Response Rate	Reliability (α)
Online Survey	Likert + Open Text Fields	Qualtrics	85%	0.92
Interview Guide	Semi-Structured Probes	MS Teams/Zoom	70%	0.89
Productivity Log	System Extract + Manual Logs	ERP/HRMS Logs	100%	0.95
Feedback Questionnaire	Post-interview Feedback	Google Forms	80%	0.87

The study employed a multi-method analytical strategy (table 4), including:

- Descriptive and inferential statistics for survey data,

- Thematic content analysis of interviews,
- Time-series and multivariate regression modeling of productivity records.

Table 4

Data Source	Methodology	Tool Used	Output Type
Survey	Descriptive & Inferential Stats	SPSS	Means, SDs, ANOVA
Interview	Open & Axial Coding	NVivo	Thematic Categories
Performance Logs	Time-Series + Regression Modeling	R Studio	Productivity Curves, Predictors
Integrated Dataset	Engagement-Productivity Index	SPSS + R	Composite Metrics

To quantify the interaction of engagement, productivity, digital fatigue, and organizational support, a set of composite equations was developed. These models allowed multidimensional assessments across time and role categories.

Time-Weighted Productivity Index:

$$P_t = \frac{\sum_{i=1}^n (O_i \cdot \delta_i)}{\sum_{j=1}^m T_j}, \quad (1)$$

where P_t time-weighted productivity (units/hour), O_i output units for task i , δ_i task complexity coefficient (scale 1–5), T_j time spent on task j .

Composite Engagement Efficiency Function (CEEF):

$$CEEF = \frac{(E_s \cdot P_t)}{D_f + \Omega}, \quad (2)$$

where *CEEF* engagement efficiency, E_s engagement score (1–10), P_t time-weighted productivity, D_f digital fatigue index (survey score), Ω organizational friction coefficient (scale 1–3).

Engagement Normalization Across Roles:

$$E_{norm} = \frac{E_r - \mu}{\sigma}, \quad (3)$$

where E_{norm} is Z-score of engagement for role r , E_r raw engagement score for role r , μ mean engagement across roles, σ standard deviation of engagement.

Multivariate Regression Model:

$$Y = \beta_0 + \beta_1 E_s + \beta_2 D_f + \beta_3 S_a + \epsilon, \quad (4)$$

where Y predicted productivity level, β_0 intercept, E_s engagement score, D_f digital fatigue index, S_a supervisor accessibility score, ϵ is error term.

Structural Equation Model (SEM) – Conceptual:

$$\eta = B\eta + \Gamma\xi + \zeta, \quad (5)$$

where η latent endogenous variable, like productivity, ξ latent exogenous variable, as an engagement, B matrix of regression coefficients for latent endogenous variables, Γ matrix of regression weights for latent exogenous variables, ζ is disturbance term.

This SEM framework will later facilitate causal path analysis between engagement determinants and organizational performance, especially under varying remote work conditions [2, 6, 14].

To ensure the rigor and reproducibility of findings, multiple validation techniques were employed (table 5):

- Construct validity is confirmed via expert panel reviews of instruments.
- Reliability is Cronbach’s alpha exceeded 0.85 for all scales.
- Pilot testing conducted on a subsample (n=50) to ensure clarity.
- Triangulation through survey, interview, and log data cross-compared to verify patterns.
- KMO and Bartlett’s Test is confirmed sampling adequacy for factor-based models.

Table 5

Validation Approach	Metric	Threshold Achieved	Confidence
Cronbach’s Alpha (Survey)	Internal consistency	0.92	High
Expert Review	Content relevance	Passed	High
Triangulation	Multi-source convergence	Achieved	High
KMO Measure	Sampling adequacy	0.88	High
Bartlett’s Test of Sphericity	Factor analysis suitability	$p < 0.001$	High

Results

The findings are organized into five core subsections: (1) Engagement Scores by Role, (2) Time-Weighted Productivity Patterns, (3) Fatigue-Adjusted Engagement Efficiency, (4) Predictors of Productivity via Regression Modeling, and (5) Thematic Insights from Qualitative Analysis.

Engagement Scores by Job Role

Figure 1 shows the normalized engagement scores for five key occupation categories belonging to entry-level textile operators, mid-level e-commerce operation technicians, logistics support staff, senior analysts in IT infrastructure, and administrative management executives. To enable comparability across groups with different population sizes and functional responsibilities, the scores were standardized.

Figure 1 show that executives in administrative roles exhibited a higher level of engagement relative to the overall sample. This ranks above the baseline average, so it suggests good working condition with access to leadership, as well as perceived autonomy. By contrast, for support staff and entry-level operators, engagement lags significantly below the sample mean, suggesting that their parallel to stressors in working toward remote execution of initiatives may have a structural or motivational nature. Senior analysts and mid-level technicians tend toward the moderate rank and are still below the average, emphasizing that while this is a technically-intensive role, many engagement drivers are missing under digital restraint.



Fig. 1

Time-Weighted Productivity Patterns

Figure 2 examines time-weighted productivity for the same five job categories. The results adjust for task complexity and actual

hours worked, enabling productivity comparisons between departments that perform different amounts of cognitive, technical, or repetitive work.

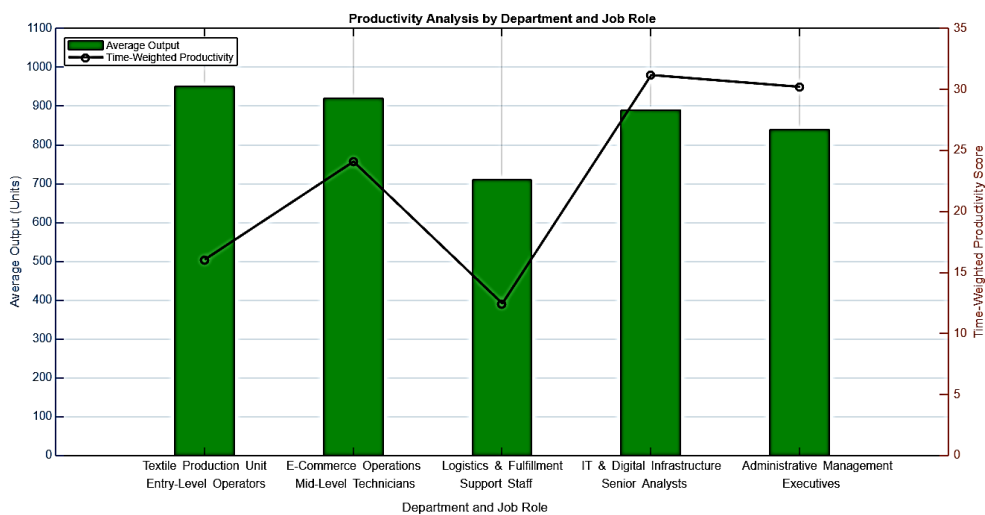


Fig. 2

Executives were closely behind, as were IT and infrastructure senior analysts. These are higher-complexity tasks and excellent time management, resulting in more productive workers per hour, even if the output is modest. Support staff, by comparison, had the lowest adjusted productivity, this means that lower complexity of tasks didn't translate into higher levels of efficiency, especially after controlling for fatigue and interruptions to the system; entry-level operators performed better than support staff, but both groups trailed behind their more specialized peers.

Fatigue-Adjusted Engagement Efficiency (CEEf)

Figure 3 describes the joint impact of engagement, performance, and digital usage fatigue on performance.

Executives came out top on the fatigue-adjusted engagement efficiency index, indicating strong digital resilience and high motivation versus fatigue levels. Senior analysts trailed closely behind, experiencing a similar level of role autonomy and reduced digital noise as their junior counterparts. Support staff and entry-level workers, for example, accounted for

disproportionately high levels of fatigue relative to productivity, leading to significantly depressed CEEF scores at the bottom end. Moderate efficiency observed among mid-level

technicians substantiated how increased access to digital systems training and supervisory availability were contributory to the translation of engagement to output at an overall level.

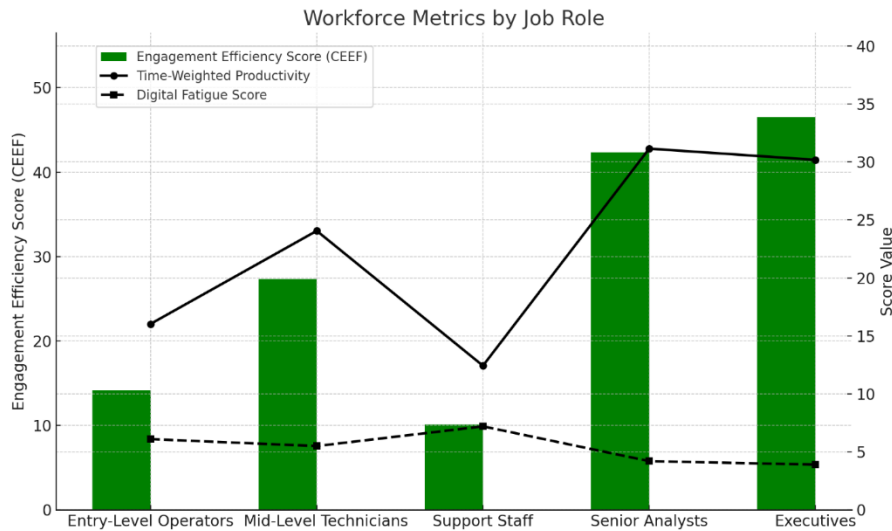


Fig. 3

Regression Model for Predicting Productivity

The regression model (Table 1) identifies the impact of engagement, digital fatigue, and

supervisor availability as predictors of productivity.

Table 6

Predictor Variable	Coefficient (β)	Standard Error	t-Value	Significance (p-value)
Constant	5.238	1.024	5.11	< 0.001
Engagement Score	1.952	0.248	7.87	< 0.001
Digital Fatigue Index	-2.145	0.303	-7.08	< 0.001
Supervisor Accessibility	1.214	0.289	4.20	0.001

The regression analysis shows that employee engagement is a significant predictor of productivity, and it accounts for the greatest contribution to the model. And digital fatigue had an especially detrimental effect, showing that the most engaged employees can still falter when experiencing ongoing and tiring online interaction. It was meaningful moderation was supervisor accessibility, suggesting that exposure to (and validation from) leader-

ship can significantly curb performance loss. This highlights the need for accessible digital leadership in maintaining high-level performance in remote settings.

Thematic Findings from Interview Coding

This final analysis highlights thematic insights gained from qualitative interviews with participants from each job type. Frequency and Distribution of Thematic Codes Across Job Categories are shown in Table 7.

Table 7

Engagement Theme	Frequency	Most Common in Roles
Clarity of Communication	426	Senior Analysts, Technicians
Recognition and Feedback Loops	398	Entry-Level, Support Staff
Autonomy and Decision Authority	351	Executives, Senior Analysts
Digital Fatigue and Burnout	328	Support Staff
Access to Supervisors	345	Mid-Level Technicians
Isolation from Organizational Culture	320	Entry-Level, Remote Staff

Thematic content analysis confirms the quantitative findings by illustrating that high engagement is closely tied to communication clarity, recognition, and access to supervisors. The most prevalent concerns for support staff and entry-level workers centered on digital fatigue and perceived isolation. Senior analysts and executives emphasized the value of autonomy and decision-making access. These patterns suggest that differentiated engagement strategies, tailored to role and context, are necessary for sustaining workforce performance under digital work conditions.

Discussion

Results indicate a stark difference in engagement outcomes across occupational roles. Executives had the highest engagement and productivity scores, both raw and fatigue-adjusted. In contrast, entry-level operators and support staff ranked the lowest on the main indicators. These findings conform with works [15, 17] those highlighted the relationship between the level of autonomy and the perceived access to organizational resources directly impacting employee performance and sustained engagement, particularly in systems undergoing accelerated digital transformation.

This regression model confirms that engagement score is still a solid predictor of productivity. Digital fatigue, however, appeared as an important negative moderator, which corroborated earlier findings by Wontorczyk and Rożnowski [12] found similar phenomena in the massive remote switch impelled by the COVID-19 pandemic. This two-way influence means that engagement on its own is not enough without policies to relieve digital overload. Companies that build a digital infrastructure that takes overload and communication fatigue into consideration will be able to protect workforce performance more effectively.

Furthermore, the incorporation of supervisor accessibility as a prospective predictor reconciles the earlier work of Deepa and Dharshini [16] showed that employee perception of their leader being visible is a critical moderating factor in the effect of remote work on engagement. Roles with structured supervision, particularly mid-level technicians, performed with moderate-to-high productivity in

our study, despite average engagement scores. It indicates that in the absence of autonomy or decision-making power, which were found to be detrimental to the performance, a proactive managerial intervention can overcome the shortcomings of these factors.

Thematic coding revealed themes of recognition, feedback loops, and autonomy among employees as key motivators which were consistent with previously cited antecedents of engagement as reported at [18] also identified common drivers among digital knowledge-intensive workforces [19]. However, the prevalence of recurring themes such as isolation and a lack of team connectedness, especially among more junior roles, indicates continued gaps in engagement strategies, especially within remote-first production environments. Such psychosocial challenges echo concerns raised earlier by Arunprasad et al. [20] highlighted the hidden costs of prolonged periods spent in digital work environments, including the breakdown of organizational culture and social bonds.

Furthermore, as pointed out by authors [21], leader effectiveness in remote contexts may change as workers become more digitally literate and effective, suggesting that on early pandemic and post-pandemic phases findings should be followed and assessed over time.

Moreover, the study does not specifically control for geographic, cultural, or incentive-related diversity, for instance, the role of relocation incentives and benefits stemming from a location that were investigated by Teodorovicz et al. [14] found that remote worker involvement is shaped by where they live. Due to the global but also often transnational nature of e-commerce workforces, future studies warrant considering the moderating impact of these variables on engagement and performance.

Conclusion

The study highlighted that engagement is not a one-off construct but rather a dynamic interaction of cognitive, emotional, and contextual variables driven by access to leadership, task complexity and digital fatigue. The findings of the study confirm that employee engagement is a multi-layered construct in remote textile and e-commerce contexts,

bounded by organizational structures, digital leadership, and fatigue moderation.

The results showed that engagement outcomes are nonrandomly distributed; rather, they strongly relate to hierarchical position, decision-making autonomy, and exposure to digital fatigue. Three high-performing roles showed optimal efficiency when organizational norms are conducive to clarity of communication, access to supportive leadership and flexibility in how tasks are executed. On the other hand, support staff and entry-level employees showed signs of disengagement, often due to feeling isolated, having a lack of recognition, and disproportionate amounts of time spent on task interrupt and screen fatigue.

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