

THE IMPACT OF HYBRID WORKING ON EMPLOYEE PERFORMANCE AND WELL-BEING IN THE DIGITAL ERA

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Abstrak

Model kerja hybrid telah menjadi fenomena penting dalam transformasi dunia kerja pasca pandemi, terutama dalam menjawab kebutuhan fleksibilitas dan kesejahteraan karyawan di era *digital*. Tujuan dari penelitian ini adalah untuk menganalisis secara sistematis dampak kerja *hybrid* terhadap kinerja dan kesejahteraan karyawan berdasarkan sintesis literatur yang ada. Penelitian ini menggunakan pendekatan *Systematic Literature Review* (SLR) dengan metode seleksi berbasis protokol *PRISMA*. Mitra dalam kegiatan ini adalah kelompok mahasiswa Universitas Krisnadwipayana dengan jumlah peserta sebanyak lima orang. Prosesnya dilakukan dengan mengidentifikasi 45 artikel melalui enam *database*, kemudian diseleksi hingga menghasilkan 19 artikel yang terpilih untuk dianalisis. Hasil penelitian menunjukkan bahwa kerja *hybrid* memiliki dampak positif terhadap produktivitas, keterlibatan, keseimbangan kehidupan kerja, dan efisiensi organisasi, tetapi juga menghadirkan tantangan seperti kelelahan *digital*, bias kepemimpinan, dan perubahan identitas tempat kerja. Kesimpulannya, *hybrid working* berpotensi menjadi solusi kerja jangka panjang yang mendukung kinerja dan kesejahteraan karyawan, asalkan implementasinya harus didukung oleh kebijakan organisasi yang inklusif, infrastruktur teknologi yang memadai, serta kepemimpinan yang suportif dan adaptif terhadap kebutuhan tenaga kerja modern.

Kata kunci: Kerja Hibrida, Kinerja Karyawan, Kesejahteraan di Era Digital

Abstract

The hybrid work model has become an important phenomenon in the post-pandemic transformation of the world of work, especially in responding to the needs of flexibility and employee well-being in the digital era. The purpose of this activity is to systematically analyze the impact of hybrid working on employee performance and well-being based on a synthesis of current literature. This research uses a Systematic Literature Review (SLR) approach with the PRISMA protocol-based selection method. The partners in this activity were Krisnadwipayana University student groups with a total of five participants. The process was carried out by identifying 45 articles through six databases, then selected to produce 19 articles selected for analysis. The results of the study show that hybrid working has a positive impact on productivity, engagement, work-life balance, and organizational efficiency, but also presents challenges such as digital fatigue, leadership bias, and changes in workplace identity. In conclusion, hybrid working has the potential to be a long-term work solution that supports employee performance and well-being, provided that its implementation must be supported by inclusive organizational policies, adequate technological infrastructure, and supportive and adaptive leadership to the needs of the modern workforce.

Keywords: Hybrid Working, Employee Performance, Well-being in the Digital Era

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INTRODUCTION

Significant changes in the global work system occurred after the COVID-19 pandemic, which prompted organizations around the world to adopt a new work model, namely hybrid work. The hybrid work model has emerged as an adaptive response to

the crisis, making work arrangements more flexible and sustainable by combining face-to-face and remote work (Deschênes, 2024). Today, this model has become the new norm in many sectors, especially knowledge-based sectors and public services. Hybrid working offers various benefits, such as flexibility in time management, operational cost efficiency, and an improved balance between professional and personal aspects. However, behind its advantages, this model also presents challenges in human resource management, including maintaining holistic employee productivity, engagement, equity, and well-being (Bilderback, 2025). Research by Gaspar et al. (2024) involving 1,829 workers showed that workers in hybrid systems have more positive perceptions of organizational culture, psychosocial conditions, physical environment, access to health services, and commitment to corporate social responsibility.

The urgency of this research lies in the need for a more in-depth and systematic understanding of the impact of hybrid work, especially in the context of improving employee performance and well-being in the evolving digital era. Although many studies have been conducted, most of them are

LITERATURE REVIEW

Hybrid working models have evolved into an important phenomenon in the post-pandemic transformation of the world of work. Recent studies show that hybrid working has great potential to improve employee performance and well-being, but also presents new challenges in maintaining holistic employee productivity and well-being. Deschênes (2024) emphasized that digital literacy can be a supporting factor in supporting the use of collaborative technology in the digital era. A quantitative study of 5,141 public sector workers showed that the technical dimension of digital literacy has a significant influence on the use of collaborative technology, which in turn increases the perception of social closeness between coworkers despite being physically separated. This indicates that technology is not only a productivity tool, but also a social bridge in creating connectedness between employees in a hybrid work environment. Bilderback et al. (2024) underline that the transformation of organizational culture from a physical orientation to a virtual orientation requires a review of the concept of employee presence and participation. They state that the successful implementation of hybrid work is highly dependent on transformative leadership, the organization's ability to build a culture of trust, and a communication system that emphasizes results rather than physical presence.

Meanwhile, Bilderback (2025) extended the ethical perspective by pointing out the ethical blind spots of leaders in hybrid work environments. This study shows that unconscious biases, such as proximity bias, can undermine Diversity, Equity, and Inclusion (DEI) efforts, especially when leaders tend to value employees who are physically present more than those who work remotely. This article recommends conducting bias audits, increasing leaders' self-awareness, and adopting inclusive leadership models in an effort to create an ethical and adaptive work environment. In addition, Nadeem (2022) also highlights the importance of leadership and digital infrastructure in supporting the success of hybrid working. It can be concluded that

when organizations implement hybrid work with an inclusive and collaborative approach, it will create increased engagement, talent retention, and a healthy and competitive work culture in the digital era. Lazarus et al. (2024) in a case study of the US Air Force highlighted the importance of communication strategies, personnel engagement, and a mission-based approach in the transition to an agile work environment.

The studies above emphasize that the success of hybrid working depends on inclusive planning, structural support, and adaptive training for all parties.

Overall, the reviewed literature consistently shows that hybrid work models can improve employee performance and well-being provided there is support for digital literacy, an adaptive organizational culture, ethical leadership, and a work evaluation system based on results, not physical presence.

METHODS

Research Type and Approach

This research uses a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize the results of empirical studies related to the impact of hybrid working on employee performance and well-being in the digital era. The review process follows the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol so that the literature selection and reporting process is transparent and replicable.

Literature Search Strategy

The search process was conducted through 6 leading academic databases, namely: ScienceDirect, Emerald Insight, Google Scholar, ResearchGate, South East Asia Journal of Public Health (SEAJPH), and Human Resource Management Academic Research Society (HRMARS). The literature search process was conducted systematically using a combination of keywords such as “Hybrid Working” OR “Employee Performance” AND “Well-being in the Digital Era”. The keywords were combined with Boolean operators (“OR” and “AND”) to broaden the scope of the search. The selection criteria included publication period between 2020 until 2025; written in English; openly accessible (either as open access or open archive); and categorized as review articles or original research articles, to ensure that the articles reviewed were relevant to current conditions, especially post-pandemic and in the context of digital transformation.

Article Selection Process

The initial stage of the search yielded 45 articles, which were then filtered using initial criteria, such as year of publication, language used, open access, as well as classification as review articles or original research articles. The next stage involved quality evaluation using a specific scoring system, where only articles that scored at least 5 to 6 could proceed to the relevance process. According to the initial screening results, 25 articles met the eligibility criteria. The subsequent selection process was directed at evaluating the extent to which the content of each article was relevant to

the research questions (RQ1 - RQ3). To ensure the relevance and quality of the analyzed articles, the following criteria were applied:

Tabel 1. Inclusion and Exclusion

Criteria	Inclusion	Exclusion
Publication year	2020 – 2025	Before 2020
Language	English	Other languages
Accessibility	Open Access or available in Open Archive	Paid articles
Article type	Journal articles (research and review articles)	Editorials, opinions, news, blogs
Focus topic	Hybrid working, employee performance, remote work, work-life balance	Articles outside the focus keyword

Tabel 2. Article Included

Author	Code	Publisher	Year
Andrée-Anne Deschênes	P1	Sciencedirect	2024
Stephanie Bilderback and Matthew	P2	Emerald Insight	2024
Stephanie Bilderback	P3	Emerald Insight	2025
Eric and Moses	P4	SAGE	2024
Tania Gaspar et al.	P5	Sciencedirect	2024
Amelie Bauer	P6	Sciencedirect	2025
Meng Sun et al.	P7	Sciencedirect	2025
Debora Jeske	P8	Emerald Insight	2021
Lucio Todisco et al.	P9	Emerald Insight	2022
Melanie and Joseph	P10	Emerald Insight	2024
Anne Munich and Ad kleingled	P11	Emerald Insight	2025
Chanapa and Bhumiphant	P12	Emerald Insight	2023
Piotr Bula et al.	P13	Emerald Insight	2024
Lena and Wojciech	P14	Emerald Insight	2025
Tracey Warren	P15	SAGE	2021
Wendy J. Casper	P16	Annual Review	2024
Mohammed Nadeem	P17	Google Scholar	2022
Arokiasamy Selvanayagam	P18	SEEJPH	2025
Selvaraju P. and Anuar M. A. M.	P19	HRMARS	2024

Source: Article Results

Quality assessment criteria (QA)

The selected articles were re-evaluated based on five key indicators, as listed in Table 3. To ensure the accuracy and validity of the results of the subsequent analysis, articles with scores of 1 and 4 were not included in the synthesis process.

Tabel 3. Quality Assement Criteria

No	Criteria	Yes/No
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1	Does the article explicitly discuss the impact of hybrid working on employee performance?	1/0
2	Does the article explicitly discuss the impact of hybrid working on employee well-being?	1/0
3	Is the research methodology clearly explained and replicable?	1/0
4	Is the data used relevant and up-to-date?	1/0
5	Does the article come from an indexed and reputable journal?	1/0
6	Does the article present comparisons or insights related to hybrid work systems versus traditional work systems (full office or hybrid)?	1/0
Total Score		1-6

Research Question Formulation

The final step in the selection process was to assess the direct relevance to the research questions (RQ1-RQ3), to ensure the relevance of the topics covered:

- RQ1: Do the articles reviewed explicitly discuss the impact of hybrid working on employee performance?
- RQ2: Do the articles explicitly address the impact of hybrid working on employee well-being?
- RQ3: Apakah artikel-artikel menyajikan perbandingan atau insight terkait sistem kerja hybrid dengan sistem kerja tradisional?

Analysis and Synthesis of Findings

Based on the analysis of 19 articles that passed the final selection stage, it was found that most studies explicitly discussed the impact of hybrid working on employee performance and well-being in various sectors, especially in the post-pandemic work context. The findings show that hybrid working contributes positively to productivity and work-life balance, although some articles also highlight challenges such as digital fatigue, feelings of isolation, as well as the risk of over-monitoring resulting in stress and burnout. The thematic analysis of the articles also revealed that the effectiveness of hybrid working is strongly influenced by technological support and digital infrastructure, flexible and adaptive organizational policies, ethical and inclusive leadership styles, and managerial capabilities in managing remote teams. In addition, several articles also present a comparison between hybrid work systems and traditional work models, which generally conclude that hybrid models show a high level of adaptability to the needs of employees in the digital era, provided that the implementation is structured, inclusive, and pays attention to the psychosocial aspects of employees. Figure 1 displays the PRISMA Diagram that illustrates the stages of the article selection process in a systematic and transparent manner from the identification stage to final inclusion.

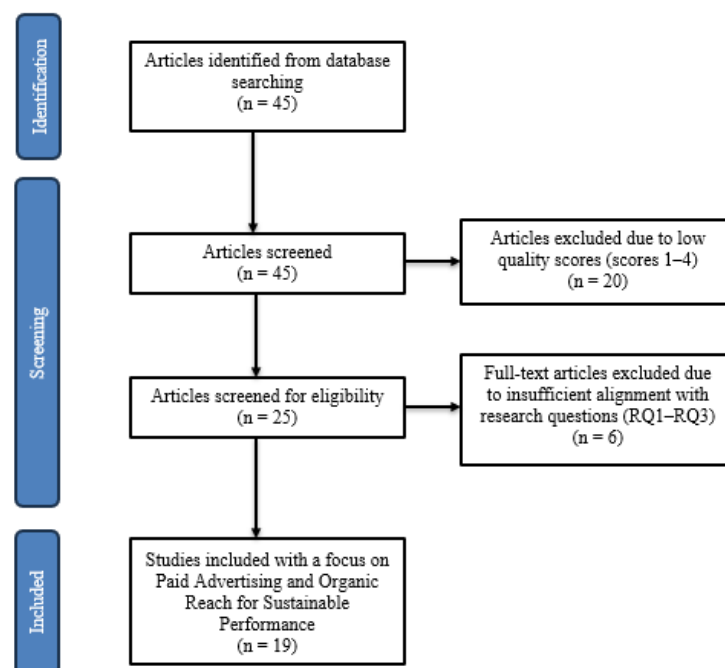


Figure 1. PRISMA Flow Diagram

RESULTS AND DISCUSSIONS

An analysis of 19 selected articles yields comprehensive insights into the impact of hybrid work systems on employee performance and well-being in the digital age, as well as their advantages over traditional work models. The findings in this study enrich previous literature by identifying key factors such as flexibility, technology support, and organizational policies that influence the effectiveness of hybrid work implementation. In addition, this review offers practical insights for organizations looking to implement hybrid work systems sustainably, while maintaining employee productivity and satisfaction in the post-pandemic era.

Tabel 4. Outline of Platforms, Measurements, Objectives, and Key Findings in Studies on Hybrid Working

Code	Platforms	Measurements	Objectives	Key Findings
P1	Hybrid (Quebec public employees)	Survei (n=5.141), SEM	The relationship between digital literacy, technology, and social connectedness	Only technical digital literacy is significant; the use of collaborative technologies enhances social closeness
P2	Remote and hybrid work	Literature case study	A redefinition of presence and remote work culture	Presence is now defined by productivity, not physical attendance; organizational culture needs to adapt accordingly
P3	Post-COVID hybrid work	Theory literature	Identifying unconscious bias in leadership	Unconscious biases such as proximity bias and digital perfectionism

				undermine trust and team engagement
P4	Hybrid and fleksibel (Ghana)	Survey (n=316), PLS-SEM	Testing the mediating role of work-life balance	WLB significantly mediates the relationship between work arrangements and employee performance
P5	Telework, hybrid, on-site (Portugal)	Survei EATS 5-point Likert, regresi linear	Characterization of a healthy work ecosystem across different work modes (telework, hybrid, onsite)	A healthy work environment is determined by organizational support, work-life balance, and role clarity
P6	WFH (office room vs. home) during heatwave – Germany	Mixed-method: (203 offices, 107 homes) + daily survey + interviews	Assessing Whether Working from Home Can Be an Adaptation Strategy to Extreme Heat	Whether WFH helps reduce exposure to extreme heat and improves thermal comfort and work focus
P7	Hybrid work (multi-country, sistematis)	Systematic literature review (14 studi, PRISMA)	Investigating Changes in Sense of Place and Place Identity in Hybrid Work Settings and Their Impact on Employee Well-being	Hybrid work transforms place identity—from work-oriented to home-oriented or integrated—which impacts well-being
P8	Remote work monitoring	Selected Literature Review (2020–2021)	Reviewing the Impact of Electronic Monitoring on the Well-being of Remote Workers	Intensive monitoring can cause stress, anxiety, and burnout, but it can have positive effects if implemented transparently and supportively
P9	Hybrid work (public sector, Italy)	Qualitative interviews (n=27) before and during COVID-19	The Bright and Dark Sides of Smart Working Before and During the Pandemic	Smart working increases flexibility but also creates work-life balance conflicts and the need for the right to disconnect
P10	711th Human Performance Wing, USA	Survey, Interview, Policy review	Establishing a Hybrid Work Model (MFAWE) within a Military Organization	The model was successfully developed with employee participation, highlighting the importance of communication strategies and physical workspace

P11	5 Dutch government departments	Attribute Survey (SCE – Stated Choice Experiment), Segmentation	Evaluating Hybrid Work Preferences to Enhance Time-Spatial Fit	Work preferences vary greatly and depend on worker attributes and segmentation
P12	An agricultural equipment company based in Bangkok	Closed-ended questionnaire, statistical analysis	Measuring the influence of hybrid work models, organizational support, and trust on employee engagement	Hybrid work has the greatest impact on employee engagement
P13	Global team (37 members, 8 countries)	Computer-Assisted Web Interviewing, In-depth interview, Content analysis	Examining the Impact of the 5Cs on Hybrid Teams	Communication, social connections, creativity, and culture are very important in the transition to hybrid work
P14	1,000 workers in Poland	Computer-Assisted Web Interviewing (CAWI) survey using Structural Equation Modeling (SEM) approach	Examining the influence of managerial support and diversity on performance	Management support and diversity significantly impact performance through digital workplace mediation
P15	English (conceptual study)	Theoretical and policy analysis	Revisiting the work-life balance (WLB) agenda in the context of gig workers	The old approach focused too much on time and needs to be expanded to include factors such as money, class, and access
P16	Global (comparative study)	Meta-analysis, empirical study	Evaluating the Effectiveness of Work-Life Balance (WLB) Policies Across Contexts	Effectiveness is limited by access and organizational culture
P17	Global respondents (from industry and academic studies)	Literature review, interviews, and surveys.	Assessing the Opportunities and Impact of Hybrid Work on Marketing	Hybrid work enhances flexibility and productivity, but attention must be paid to location equity
P18	1,000 workers in India	Online survey, regression analysis	The relationship between hybrid work and well-being, productivity, and job satisfaction	Positive relationships were found across all three variables

P19	Hybrid and Remote (multi-industri, global)	Scoping review (17 studies), MQQ scoring	Investigating the impact of hybrid/remote work on business efficiency and well-being	Overall, it has a positive impact on well-being (flexibility, work-life balance, autonomy) and business efficiency (collaboration, cost savings); however, there are risks of burnout and digital divides

The synthesis of 19 articles analyzed in this study shows that hybrid working, as a work model that combines location and time flexibility, has a significant impact on productivity as well as employee well-being amid the demands of the digital era. In general, the majority of studies conclude that hybrid work systems contribute positively to employee productivity, engagement, and job satisfaction, while strengthening aspects of well-being such as work-life balance and psychological comfort. For example, a study by Jindain et al. (2024) found that hybrid work models have the strongest influence on employee engagement, while Selvanayagam et al. (2025) showed a positive relationship between hybrid work systems and three main variables: well-being, productivity, and job satisfaction Grzesiak et al. (2024) also showed that managerial support and diversity in teams drive performance improvement through the mediating role of the digital workplace, while Munnich et al. (2025) emphasized the importance of segmenting worker preferences in designing work systems that suit individual needs.

In addition to the impact on work performance, hybrid working also shows a strong contribution to employee well-being. Many studies reveal that time and place flexibility, the ability to balance work and personal life, and increased social connections play an important role in improving well-being. Deschênes (2024) showed that only technical digital literacy significantly influenced the use of collaborative technologies, and this was shown to increase social closeness between employees. Eshun et al. (2024) found that work-life balance acts as an important mediator between flexible work arrangements and employee performance. Research in Portugal by Gaspar et al. (2024) also concluded that a healthy work environment is strongly influenced by factors such as organizational support, role clarity, and work balance. In the context of geographical and climatic extremes, a study by Bauer (2025) showed that working from home during a heatwave improved employees' thermal comfort and work focus. More broadly, findings from a scoping review of 17 studies conducted by Selvaraju (2024) confirmed that hybrid and remote work models provide a balanced positive impact between organizational efficiency and improved well-being of individuals working in them. This model not only allows greater flexibility and autonomy for individuals, but also provides economic benefits to organizations through operational cost savings and increased productivity. They emphasized that when supported by adaptive policies and adequate digital infrastructure, hybrid working is

capable of creating a work ecosystem that is sustainable and responsive to the needs of the modern workforce.

However, some articles also highlight the challenges and potential risks of unstructured hybrid working implementation. Bilderback (2025) highlighted the presence of unconscious biases such as proximity bias and digital perfectionism that can decrease trust and engagement in teams. Similarly, Todisco et al. (2023) stated that smart working increases flexibility, but creates work-life balance conflicts and the need to set clear work time limits. Jeske (2022) in their literature review suggested that digital monitoring of remote workers that is too strict can cause stress, anxiety, and burnout, especially if done without transparency and psychosocial support. Sun et al. (2025) added that the change in place identity due to the hybrid model - from office to home or virtual workspace - also affects emotional well-being and sense of belonging to the organization.

Furthermore, a thematic synthesis of the articles shows that the successful implementation of hybrid working is strongly influenced by several key factors, such as adequate technological support and digital infrastructure, flexible and responsive organizational policies, and supportive and inclusive leadership. Buła et al. (2024) in a cross-country study pointed out the importance of five key elements - communication, social connection, creativity, culture and coordination (5Cs) - as the main foundations of effective hybrid teams. In the context of work policy, Warren (2021) proposes that the traditional approach to work-life balance needs to be expanded to consider factors such as economic status, social class, and equal access to employment opportunities, not just timing. This is reinforced by Casper et al. (2025) who assert that the effectiveness of life balance policies is strongly influenced by organizational culture and workers' access to support facilities. The successful implementation of hybrid working relies heavily on systemic support, including adequate technology, adaptive organizational policies, and inclusive leadership. In addition, the effectiveness of this working model is determined by the organization's ability to build strong communication, social connections, and team coordination, as well as expanding the understanding of work-life balance into the context of social justice and equal access for all workers.

Overall, the review of the 19 articles leads to the conclusion that hybrid working is a highly relevant and adaptive work model in the digital era. This model not only improves employee performance through efficiency, flexibility and participation, but also strengthens employee well-being if supported by systems and policies that are fair, inclusive and sensitive to psychosocial needs. Hybrid working has been shown to have a positive impact on employee performance and well-being through flexibility, autonomy, and improved work-life balance, while supporting organizational efficiency. However, its success is highly dependent on technological support, adaptive policies, inclusive leadership, and awareness of psychosocial challenges such as digital fatigue, unconscious bias, and access gaps. For this reason, the implementation of hybrid working must be strategically designed, inclusive, and responsive to the needs of the modern workforce.

CONCLUSION

Based on a review of 19 scientific articles, hybrid work has been proven to be a relevant and strategic work model in facing the dynamics of change in the digital era. This model has a significant positive impact on improving employee performance and well-being. In terms of performance, hybrid work can enhance productivity, employee engagement, and operational efficiency, especially when supported by strong management, appropriate segmentation of work preferences, and optimal utilization of digital technology. In terms of well-being, flexibility in work time and location, increased autonomy, and the ability to balance professional and personal life are key factors that strengthen employee well-being in a hybrid work scheme. However, several critical challenges have also been identified, such as digital fatigue, excessive digital surveillance, unconscious biases (e.g., proximity bias), and changes in workplace identity that affect emotional attachment to the organization. To ensure the effectiveness of hybrid work implementation, a structured approach is needed that includes adequate technological infrastructure, flexible and socially just organizational policies, and leadership that promotes participation and inclusivity. The success of hybrid work implementation also depends on an organization's ability to build strong communication systems, social connections, and team coordination. Redefining the concept of work-life balance in a more inclusive manner, taking into account structural aspects such as access, social class, and fairness in the distribution of work opportunities, is a key component in creating sustainable workplace well-being. Therefore, with thorough planning and a participatory approach, hybrid work has great potential as a long-term solution that supports employee well-being and organizational sustainability.

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