

Discontent of Employees in Hybrid working Atmosphere

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Abstract

During COVID-19 pandemic, many businesses have adopted remote work arrangements over the long run. Companies have long made an effort to provide their workers with the best possible working conditions, that promotes maximum output, effectiveness, and revenue growth in addition to job satisfaction. Remote working has obviously led to relatively short-term cost savings for many companies, startups and small and medium-sized enterprises(Aradhana S. Kumar et al 2022).Individuals working from home in initial stages worked faster as they need not drive, less gatherings, have a relaxed lunch with family, and have less interaction with colleagues, later they felt discontent in hybrid working(Brinda Sarker,2024).Workers who continuously balanced work and family life during remote work are under more stress as a result of hybrid working, which include job dissatisfaction, social withdrawal, and lack of coordinated work relationships.Attribution theory explains how causal chain judgments help to understand how people interpret the relationship between an event (cause) and its consequence(effect), and this understanding affects decision-making, while they work from remote.According to Facilitate Magazine, a sizable portion of employees were thinking about quitting their job because they are unhappy with hybrid work policies. They cite problems like ambiguous tasks, and teamwork challenges which affected them mentally and physically as explained in dual theory. The shift is particularly difficult for leaders, who are suffering from "hybrid whiplash" as a result of unstable policies and discovered it challenging to keep the team streamlined.

Key words:Hybridwork, discontent, Attribution theory, dual theory, hybrid whiplash,causal chain judgments

Biographical notes: My Self P.Mahendran, Working as Asst.professor in AJHS Agarsen College, Chennai from 2010 to 2025, Prior to that i have total teaching experience 23 years and corporate experience for 3 years.

Introduction

COVID-19 had a profound impact on various industries and sectors, forcing them to adapt and react with the sudden shift in every aspect of the world. Employees who worked from remote were more productive because they can work from home and have adaptability(JinellaMarie Castaneda et al , 2022). With hybrid work, employees work from home, and in the office, enlarge the workplace.Hybrid work has to tackle the major drawback of lack of integration, loneliness, and job dissatisfaction. Some businesses objected to the idea of working remotely. Businesses cited defensive issues and performance issues that hindered managers' capacity to monitor and mentor staff. Thomson defined employee whiplash as adverse effect on emotional and physical problems occurs when not willing for a quick transition from full-time remote working to being back in the office, in part-time or full-time, if goes untreated, this can result in serious problems. Flexible scheduling and a positive work atmosphere can boost productivity and job satisfaction, but working for long hours at home create stress and result in poorer output and health problems (Nabahani et al., 2020).However, during on boarding, the new hire, finds it harder to acclimate to their new place of employment remotely. During pandemic the employees worked fromhome, but hybrid work provided employees with an ideal work-life balance. The employees like working and getting trained from home and the office and may not wish to restrict themselves to only one place. However, they can also choose to work only in either one, depending on their preference(Ryan Ayers (2023).A report by HP stated that Indian workers accept hybrid working and training models as it develops efficiency and work life balance. Hybrid model has brought about present- day entrepreneurs mind set with changing different processes, from enrolment to business advancement. Consolidating adaptable, worker driven policies will assist to secure and hold top ability stunning employees in the organisation. A hybrid work model has been preferred on the grounds that employees need not drive long way to their workplace. When they get the opportunity to work from home, they become more innovative as they can plan their assignments relying upon their obligations towards their loved ones (Sidharth Malik (2023). As there is anobstacle inhybrid work life, employees have to be prepared fortraining. Organizationsfound it harder, to prepare their employeestrained from a distance than they did face to face that was effective. Thoughcommunication technology has advanced, still teaming up was complex and the fresh recruit found difficult to understand through online training. The on boarding experience has changed and the fresh recruit, felt more meticulous to adapt to hybrid working from their home. The pandemic greatly affected the world, and employeesfrom few sectors did notfavour the work and train from-home mode. Hybrid work is a phenomenal choice for workers since it gives them an ideal balance between fun and serious activities, butthey not wish to confine themselves to only one spot, the perception of employees to choose the place of work varies, depending upon their inclination. Study was conducted to find out discontent factors during work from home and analyse dissatisfaction of employees. Part 1 is introduction where the researcher discloses the paradoxical view of employees during hybrid working and review of literatures helped to gain wider knowledge in HW. Part 2 elucidates the background of the study, conservation of resource theory, Dual aspect theory and Attribution theories and search forreasons for discontent in hybrid working from the employee perspective. Research methodology elaborated in Part 3. Part 4 specifies the challenges and opportunities faced in hybrid working. Part 5 concludes with future study related to this subject.

Table 1 Paradoxical view of employees in HW

No	Favourable	Unfavourable
1	Higher performance & efficiency HW	Lack monitoring- dec performance in HW
2	Inc production& Job satisfaction-HW	Stress issue -poor output- HW
3	Balance between work and personal life-HW	Feel solitude and lack of socialisation, disconnected from team
4	Challenges in use of technology, unable to interact with team online	Workers unable to share their issues online meeting due - time constraint
5	HW workers' prosperity, energy, &commitment increases execution	Flexible time, responsibility, work hours- HW increase execution
6	HW- higher work fulfilment since companies took care of physical, cognitive and emotional feel	Unable to enhance physical, cognitive and emotional resources
7	Attribution theory explains how causal chain judgments help to understand how people interpret the relationship between an event (cause) and its consequence (effect)	This understanding affects decision-making, while they work from remote-success occurs, they attribute to luck, lack trust in their skill - loss of confidence.
8	No restriction in workplace, they were innovative in work	Novel concepts and behaviours are impacted by barriers
9	Dual theory implies that mental training such as motivation, focus, and stress management and physical training such as resilience and exerciseshelped to enhance performance	Problems like ambiguous tasks, and teamwork challenges affected them mentally and physically as explained in dual theory

Highlight of the study: The distinctiveness of this study develops the historical origins affecting performance and satisfaction during work-from-home by integrating discontent factors when working from home that focus on the affiliation between workers and organizations. Employees sensed loneliness, conflict in teaming up, hazy work-life limits, and difficulties preserving the spirit of teamwork, hence new and existing employees were unhappy with hybrid working. Some workers were treated unfairly or find it difficult to manage a hybrid schedule. Feelings of solitude resulted in missing the informal conversations and social ties of the conventional office setting. When coworkers are not physically present, it may be more difficult to exchange ideas, pose brief inquiries, or work together on projects. Since some workers were satisfied in hybrid working, 27% of employees feel brainstorming and kick off sessions fail to provide a clear understanding of next steps, and 37% don't think the ownership of tasks in teams is clear. When they work from home employee's feel disconnected from their peer members and work without clarity at times. Hence the researcher felt it is right time to conduct a study on discontent of employees during Hybrid working and offer suggestions to companies to rectify the difficulties faced by employees in hybrid work.

Review of literature: The COVID-19 pandemic was a major factor in the rise of working from home between 2020 and 2022, when employees were required to remain at home, they were granted liberation. In these difficult times, workers worked from home, help their kids study, look after family members, and worried regarding the health concern of family members (Feng & Savani, 2020). By reviewing presumed performance as a mediator variable, it affected workers' desire to continue working hybrid, employee's perception was uncertainty surrounded them when hybrid working implemented. The evolution of the remote working framework, became necessity due to the spread of covid virus, taking into safety of employees into consideration, organisations framed remote work model. Few organizations extended their span across nations, with the development of digital support. Many businesses had to adopt hybrid framework as they have to sustain in the business (Kanwar Muhammad Javed Iqbal, 2021). Digitalization has been a device of benefit in many business visionaries' hands, with the end goal to achieve their objectives. The hybrid course of action in the working environment guaranteed that the employee's efficiency was sufficiently utilised (Kanwar Muhammad Javed Iqbal et al, 2021). Hybrid working model makes employees working abroad in remote places, to join training programs effectively. Companies are concerned regarding the worker satisfaction and perceived efficiency in hybrid work environments and use that data to create a more favourable working environment for both employees and companies (Rizky Aprilina et al, 2023). Research proved that 50% of workers did not favour hybrid model of training and working approaches post pandemic. As hybrid working was the only opportunity to carry the organisation task many firms adopted this hybrid strategy (Eddie Elizondo, 2022). It becomes possible to form groups with ideal and skilled workers as opposed to accessibility. There is an opportunity to widen the enlisting pool for enterprises that battle with fascination, as they are located in far off areas. The technology aspect lies in choosing the proper IT engineering, platforms, and development and innovation activities to supplement the digital and analytics vision, comprehensive of cost adequacy for the business and productivity for end clients (Eddie Elizondo, 2022). Researcher investigated the factors that influence productivity and satisfaction when working from home (WFH), including empowering and interacting factors. The best flow experience during WFH and the balance between work and personal life are the driving forces (Prodnova et al, 2022). The social structure of the employee is greatly affected by the virtual work environment. One of the biggest issues facing remote workers is social exclusion. People's conversations change and may even cease entirely as their physical and psychological distance from one another grows. Meeting others without the physical distance that comes with working digitally is made possible by the adoption of hybrid working models (Laura Urrila et al, 2025). Recent studies have acknowledged that remote workers may feel isolated and yearn for greater socialization, even though better work-life balance encourages many to accept remote work (e.g., Thulin, Vilhelmson, 2023). An expert employee possesses specific knowledge and abilities in a given field, but due to hybrid working such individuals also feel lack guidance and support from their team to continue their work. Hybrid work (HW) is an energetic phenomenon that calls for employee adjustment (K. Alfes et al., 2022), longitudinal approach revealed that participants preferred working both on-site and offsite. In hybrid work situations, employees and organizations maintained their affiliation through a mix of technology, online communication, and in-person conversations. Organizations can promote a sense of belonging by emphasizing interactions, offering chances for social interaction, and leveraging tools that improve recognition and collaboration during hybrid working.

Research Gap: This study concentrates on discontent of employees in hybrid working, based on conservation of resource, attribution theory and dual theory. The employee feel that he is physically, mentally and socially affected from safety approach, and worried about complete wellbeing from his health perspective. This study differs from other papers by studying paradoxical views of employees in Hybrid working environment considering the attribution and dual aspect theory. The employer invests huge amount of funds for resources to succeed in their business by earning high ROI, the study enlightens challenges faced by employees in hybrid working and suggest methods to conserve their resources.

2 Background of the study

Conservation of Resources Theory: Conservation of Resources (COR) makes the case that an individual work hard to safeguard and conserve their resources so they can be used for important or high-priority tasks. High workloads and hours worked have a detrimental effect on HW, but job autonomy, flexibility, encourage employees to put in more hours during HW. According to the Conservation of Resources (COR) theory, stressors associated with hybrid work can exhaust employees' physical, mental, and emotional reserves, resulting in withdrawal symptoms. According to the COR theory, people try to obtain and preserve resources like time savings, flexible work schedules, and independent work because losing them can cause stress and unfavourable consequences. The demands of managing work across multiple locations, communication difficulties, and possible social exclusion can cause employees in a hybrid model to lose resources. This may result in diminished engagement, lower productivity, and physical, mental, and emotional exhaustion. In terms of conservation of resources, remote work is defined as the understanding of the duties, workload, and schedules that organizational employees must accomplish in various areas. In this regard, the achievement of tasks in various physical locations outside of workspace rather than carrying out tasks from the workplace is explained as what is intended to be expressed as distinct location (Connor, O. (2022)). Home-based remote work, centre-based remote work, and mobile telework are the three types of work team concepts. Among the three significant working models home based working models maintain the validity of flexible working systems. A partially home-centered working model gives employees autonomy, flexible work schedules, and time savings that has been developed in hybrid working (Yasemin Ba et al, 2023). Employees are prohibited from working during specific hours under COR, working hours, are valid in this theory. In this instance, it allows the workers to finish their tasks at the preferred times and save time so they can fulfil their responsibilities in a more comfortable setting in terms of assisting the staff in lowering their expenses, it is a crucial working theory. Employers lack the resources necessary to implement teleworking policies, as these expenses could have a negative impact on the company, and do not allow for remote working conditions. Employers are also negatively impacted when workers have concerns about guaranteeing their productivity. It takes more workload, energy, and responsibility to increase employee performance in hybrid working systems than the traditional office setting. Additionally, it results in a rise in material and ethical cost. As per conservation of resources theory hybrid working has several challenges, including a decline in interaction, a reduction in motivating aspects, challenges with using technology, an inability to collaborate with coworkers, emotional exhaustion, detachment, low personal accomplishment variables and an inability to enhance employees' physical, cognitive, and emotional resources. There are limitations in COR theory like the rise in emotional depression and social isolation, as well as longer working hours (Karunarathne, 2021).

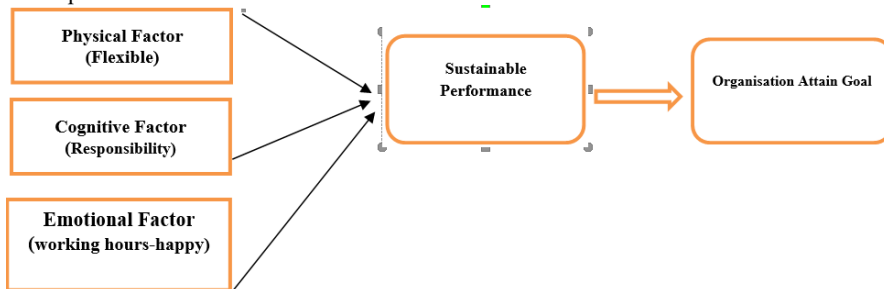
Dual factor theory : The dual aspect theory in hybrid training refers to the idea that both mental and physical components are essential for optimum effectiveness and good health. It implies that mental training such as motivation, focus, and stress management and physical training such as resilience and exercises are not distinct but rather related and dependent upon one another. Mental focus helps with physical training, and physical activity improves mental health. In the context of hybrid working, the phrase dual-aspect concept probably alludes to the dual nature of this work approach, in which employees divide their time respectively for working remotely and in-office. It draws attention to the harmony between the advantages of working remotely (autonomy, flexibility) and working in an office (social interaction, collaboration). Workers value the freedom and flexibility that hybrid work provides, which may increase participation and job satisfaction. A competitive edge in luring and keeping talent can come from providing hybrid work options. In health sector a neural network has two components: its material component is its associated anatomical mass and neural activities that are empirically verified, such as by functional magnetic resonance imaging, and its mental component is a particular subjective experience (SE) that is observed subconsciously. Our framework bridges the descriptive on psycho-physical gap (the gap between SE and its neural correlate) and results in structural and functional coherence between the mind and the brain (Ram Lakhan Pandey Vimal, 2020). Herzberg developed the Dual Factor Theory in 1966, which looks at how group leaders and antagonists affect a person's goal to accept new behaviours. According to this theory, people's responses to novel concepts, practices, or behaviours are impacted by two categories of factors: barriers and supporting factors (Marc Artiga(2021). The dual factor theory is applied in this study to examine the functions of employee health, job stress in hybrid working, and perceived organizational support (POS) among Indonesian civil servants (Despinur Dara et al , 2015). Flexibility is also a contentious topic since it means different things to management and staff, and which could lead to conflict between them, as well as between social partners and in terms of people's work-life balance. Two viewpoints on flexible working arrangements have been the subject of a lengthy debate. One viewpoint views flexible working as a strategic issue for organizations and a resource for performance or effectiveness, while the other viewpoint comes from the work-life literature, which portrays flexible working initiatives as instruments for improving work-life interconnection and lowering work-family dispute(Matti Vartiainen,2023).

Attribution Theory: In hybrid working, attribution is the procedure by which worker try to identify the reasons behind certain behaviours, activities, and results in their workplace by attributing them to particular factors. This entails analysing the reasons behind events, such as a project's failure, a colleague's success, or analyse their performance. These viewpoints may be external (attributing to luck) or internal (attributing to skill). Similarly, a remote employee attributes their successes due to luck rather than believing in their skills, they may gradually lose confidence(Saleh Alkoud et al, 2023). Additionally, those who view their failures as personal shortcomings, rather than challenges related to hybrid work, may be at a higher risk of stress. However, there are still a number of obstacles preventing the widespread adoption of hybrid work, such as the difficulty of international interaction and coordination, and organizational and cultural barriers, technological difficulties, and the challenge of juggling work and life. This entails analysing the reasons behind events, such as they blame them for project's failure, and when success occurs through colleague's attribute as due to luck. These viewpoints may be external (attributing to luck) or internal (attributing to skill). In the context of the workplace, attribution is the process by which people give reasons or causes for both their own and other people's actions. This idea has a significant impact on motivation, teamwork, and the culture of the company as a whole. It also affects how employees view performance, make decisions, and handle interpersonal relationships. Recognizing biases and enhancing team communication are made easier with an awareness of attribution. As individual's thoughts of information, their interpretations of events, and the way these occurrences lead to causal chain judgments are all addressed by the attribution theory. Without assigning a cause or factor, no one would take action or make a decision. Attribution theory evaluates the justifications people offer for particular actions; it takes into account how people understand their own actions(Mark J. Martinko et al, 2011). By inducing employee motivation, activity, and rapport, attribution theory, studies how individuals elucidate the reasons of actions and behaviours, have a substantial effect on hybrid work environments. When a team achieves success and its members credit their own skills and efforts for the achievement, it is likely that they also feel a sense of belonging and identification with the team. For hybrid work models to be successfully managed, causal chain judgments—which entail comprehending cause-and-effect relationships model is essential. Organizations fluctuate in decision making regarding technology, support networks, and guidelines, which ultimately affects worker accomplishment and performance in a hybrid setting(Shafi Mohamad et al , 2024). Though hybrid working workers' prosperity, energy, and commitment increases execution, management feels there is lack of administrative capacities and control. Hybrid training gives the employees abilities to work successfully, quickly, and energetically with satisfaction to work more with less doubt in their working. Hybrid working needs new conventions, arrangements, and assumptions for mentally protected and useful work (Hemsley Fraser (2023). Many companies contend with hybrid working, instead of full-time office work, because of the scope of difficulties it creates, which is yet to be compromised. Without a doubt, numerous businesses presently don't encounter hybrid environment as a solution to their business and individuals' challenges. There has been opposition of hybrid and remote work structures from Prime Minister Office, while Chartered Institute of Personnel and Development (CIPD) research has found that hybrid working has caused efficiency issues for certain organizations, with others referring to hybrid caused issues with pressure, struggle and intra-group relations. Management has to concentrate on their own abilities and prosperity as hybrid working endorsed difficulties. It makes them to rethink how they deal with their time, how they practice compassion and the capacity to appreciate individuals on a deeper level, and how they convey, in any event, during snapshots of progressing change. Success of hybrid working depends on coordinated effort, better directing of associate practices, and better working culture. When employers propose for improvement in hybrid working, for reducing cost, increasing returns and productivity to gain success, they faced different difficulties in reality. Difficulties are incorporated in acquiring new hybrid skills, they must have capacity to manage employees, control working environment networks, and implement their own demonstration and prosperity in this framework. With regards to hybrid executives, they require direction on everything from how to set assumptions, and develop arrangement around new working models. They should know to form protocols with employees and how to conduct hybrid meetings for training to share strategies. Management should be familiar about their employees, considering their colleague's different life obligations, strengths, qualities and favoured working styles, as well as their career objectives. Organizations can direct reviews to check which work mode suits them the best., eventually, organizations need to concentrate on ROI, whether they work-from-home or office mode.

Qualitative information gathered from employees in particular businesses; they have implemented hybrid working. One of the main factors influencing employees' preferences for hybrid work was their dissatisfaction with their workspace. Employees want to take advantage of the greater control over their physical work environment and the place of work that hybrid work has unintentionally brought to their working lives, even though their ability to speak are marginalized (Lila Skountridaki et al, 2023). In hybrid training, employees regret that they have been suppressed, which is concealed but are influenced by stimulated changes in the labour market or other external factors in the organization. Meetings organised online, through video conferencing and other software. Employees are unable to attend meetings in online, since it will postpone the urgent work, they are performing. Workers like to share their views when they find difficulty in their task, though they are encouraged to share their difficulties in the meeting, due to time constraint they are not given opportunity to express their views, hence those issues of the business cannot be solved promptly. In hybrid working the employees can send messages, regarding their issues with colleagues,

but they have to be trained to become proficient in written correspondence, so that employer understand their difficulties(Neha Metha, 2022).Employees may not treat online meetings seriously and may not be available,but experts guarantee that they have a similar demeanour towards all of their colleagues from different mode. During diversity training the trainers must not separate workers working from home and in the workplace. Both workers must be treated alike as they have issues that require consideration and may be hampering their efficiency. Any prejudicial practices can prompt an absence of coordinated effort between the two sorts of workers(Wijngaarden, Y et al, 2020).

Conceptual Framework



Hybrid working model has stated the importance of enhancement of physical, cognitive and emotional factors which supports sustainable performance due to flexible working, feel responsible for their outcome, comfortable working hours motivate to perform well and ultimately it leads to accomplishment of objectives of organisation. At time employees felt they were discouraged and there was a decrease in their credit worthiness due to continuous work and balancing family and work life. (Christine Smith (2022)).The conceptual model reveals that when the employees have good physical, cognitive and emotional factors, that will lead to holistic wellbeing, which ultimately result in sustainable performance of employees. When organisations fulfil physical,cognitive and emotional factors the employees feel safe and secured.Cognitive skills help employees in following structured problem-solving methods, able to update information through on line training, management of time, giving prioritisation in their work and increases agile thinking. The reasoning behind the group determination depended entirely on industry experience in producing related goods, and concentrate on enhancement of the organisation. Holistic wellbeing reveals workers feel well. Ultimately there will be sustainable performance from employees that helps to accomplish the objectives of the organisation. The employers must prove employees that they care for their wellbeing. While the pandemic has tried individuals' versatility, it has likewise represented a fundamental danger to wellbeing. Opening work force versatility through physical, cognitive and emotional wellbeing is not good for the work. Bosses who adjust to the exceptionally powerful climate and new rhythms of the re-imagined hybrid work environment have the chance to invigorate the work force (Marie Puybaraud (2022))After Coronavirus there was lock downs around the world, a decent scope of hybrid working plans evolved, conceding staff adaptability that was seldom presented previously (Heini Pensar et al 2023). Some employees working in hybrid environment had more positive impression of their organization and team as they had capacity to adjust to the pandemic and to explicitly address their remote work issues. Those employees felt a great deal of happiness though working at home, that lead to healthy balance between performing from home and going into the work environment. They had higher work fulfilment as their companies have taken care of their physical, mental and social health, they were able to contribute sustainable performance due to which organisation were able to achieve their aim (Vidhya et al, 2022). This was not the case in all organisations.

3 Research Methodology:Empirical research is the methodology employed in the study. 200 samples were selected by the researcher using convenient sampling, Questionnaire was structured to find out the factors influencing challenges in HW and the reason for discontent of employees. Few employees were approached through convenient sampling and with their help Questionnaires were sent through email to other employees who were willing to participate in the survey. In order to overcome the problems and identify the factors influencing the satisfaction and performance of the employees in hybrid working questions were framed. Respondents provided qualitative data, which was then edited and subjected to analysis using both descriptive and inferential statistics. This paper relies on the qualitative methodology through detailed analysis of the former literature from 2020 to 2025.

Data Collection :Data collection is a methodical process adopted to obtain and assess data in order to answer research questions, test hypotheses, and assess results. Primary data was collected through survey by constructing questionnaire. It's an important process in research project as it guarantees the exactness and dependability of the results. Though primary data can be collected through observation, focus group, interview and survey method, researcher selected survey method as it is cost effective and many respondents will respond quickly.The researcher examined the benefits and drawbacks of various approaches and finally chosen survey method of data collection. Many employees were hesitant to take part in survey; hence it was difficult to select respondents who will be interested in participating the survey. The researcher explained the reason for conducting research and guaranteed them that secrecy will be maintained regarding their data. After convincing them, they came forward to take part the survey.(Indunil Karunarathna et al, 2024). To reduce errors and improve the validity of research findings the researcher depends on accurate and high-quality data.Qualitative data collected in the form of words or sentences that includes both descriptive and nominal non-numerical data that cannot be represented as numbers. Using unorganized methods like interviews, this type of data primarily covers information about feelings, perceptions, and emotions and provides answers to the "how and why" questions in a research project.

Data Analysis:Researcher used a systematic approach to data analysis, by gathering data, editing, tabulating, and interpreting data. The ultimate objective of data analysis is to derive significant insights using descriptive and inferential statistical tools, that can guide research findings, aid in decision-making, and possibly result in novel insights or explorations. In our study we tried to explore causes for the discontent of employees in hybrid working environment and also to discover the challenges faced by employees in hybrid working workplace.Chi square test used to find the satisfaction of employees in hybrid working atmosphere.

HO: There is no significant relationship between discontent of employees and Hybrid working

Table -1- Case Processing Summary

	Cases		Missing		Total	
	Valid	Percent	N	Percent	N	Percent
row * col	500	100.0%	0	.0%	500	100.0%

Table- 2 – (row * col) Crosstabulation

Sector /Satisfaction level	Work flexibility	Autonomy	Less burnout	Organisation support	Effective communication	Total
Highly –Satisfied	O-62	O-24	O- 28	O-70	O-16	O-200

	E- 40	E- 40	E- 40	E- 40	E- 40	E-200
Satisfied	O- 84 E- 40	O- 56 E- 40	O - 12 E- 40	O- 42 E- 40	O -6 E- 40	O-200 E-200
Neutral	O-14 E- 40	O-50 E- 40	O- 64 E- 40	O-40 E- 40	O-32 E- 40	O-200 E-200
Dis satisfied	O- 34 E- 40	O- 42 E- 40	O-76 E- 40	O-20 E- 40	O-28 E- 40	O-200 E-200
Highly dis satisfied	O -6 E- 40	O- 28 E- 40	O-20 E- 40	O-28 E- 40	O-118 E- 40	O-200 E-200
Total	O- 200 E- 200	O-200 E-200	O-200 E-200	O-200 E-200	O-200 E-200	O-500 E-500

Table -3- Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.215E2a	16	.000
Likelihood Ratio	210.109	16	.000
Linear-by-Linear Association	57.008	1	.000
N of Valid Cases	500		

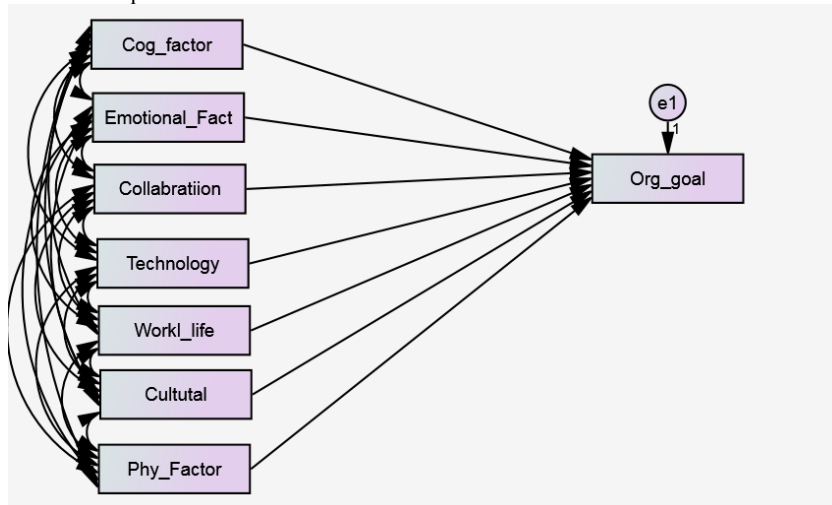
The calculated value of the chi square statistic is 2.215. minimum expected count is 20.00. The p-value (.000) appears in the same row in the “Asymptotic Significance (2-sided)” column. The result is significant when this value is equal to or less than the designated alpha level (normally .05). In this case, the p-value is smaller than the standard alpha value, so we would reject the null hypothesis that asserts the two variables are independent of each other. To put it simply, the result is significant, the data suggests that discontent variables during Hybrid training leads to customer dissatisfaction. Alternate hypothesis accepted.

Table 4 Challenges faced by employees in HW

CHALLENGES	HS	S	N	DS	HDS
Lack of collaboration	15	35	22	91	37
Organisation Culture	13	54	36	69	28
Technology Issue	28	52	26	54	40
Work Life Ballance	7	25	21	97	50

Source: Primary data

Structural Equation model



To achieve Organisational goal (Dependant variable) different independent variables like: factors affecting include: cognitive, emotional and physical factors and challenges: due to lack collaboration, work life balance, technology issues and cultural issues influence their performance.

Table 5: Goodness-of-fit & Incremental Indices of Structured Equation Model

Fit Indices	Accepted Value	Model Value
Absolute Fit Measures		
Chi-square/df (χ^2/df)	<5.0	1.952
GFI (Goodness of Fit Index)	>0.90	0.884
RMSEA (Root Mean Square Error of Approximation)	< 0.08 (Hair et al., 2006)	0.043
Incremental Fit Measures		
AGFI (Adjusted Goodness of Fit Index)	>0.90	0.867
NFI (Normed Fit Index)	0.8-0.9 (Hu and Bentler, 1999)	0.862
CFI (Comparative Fit Index)	0.8-0.9 (Hu and Bentler 1999)	0.927
IFI (Incremental Fit Index)	0.8-0.9 (Hu and Bentler, 1999)	0.927
RFI (Relative Fit Index)	>0.90	0.849
Parsimony Fit Measures		
PCFI (Parsimony Comparative of Fit Index)	>0.50	0.850
PNFI (Parsimony Normed Fit Index)	>0.50	0.790

The findings reveal that the model yields an acceptable fit to the available data in support of structural validity of the assumed relationships between the factors influencing employee disgruntlement in a hybrid work environment. In terms of absolute fit indices, the Chi-square/df (χ^2/df) ratio was 1.952, which is well within the accepted limit of 5.0, indicating good overall model fit. Root Mean Square Error of Approximation (RMSEA) was 0.043, well short of the highest recommended level of 0.08 (Hair et al., 2006), again validating that the model properly depicts the population. Yet the Goodness of Fit Index (GFI) was at 0.884, very close to the hoped-for level of 0.90, though showing a slight shortfall from optimal fit, though acceptable for more complicated behavioural models. Out of incremental fit indices, both Comparative Fit Index (CFI) and Incremental Fit Index (IFI) attained a value of 0.927, which is well beyond the advocated 0.80–0.90 range (Hu & Bentler, 1999), indicating strong comparative model performance. Likewise, the Normed Fit Index (NFI) of 0.862 also lies within acceptable limits, whereas the Relative Fit Index (RFI) attained 0.849, just short of the standard cutoff point of 0.90. The Adjusted Goodness of Fit Index (AGFI) of 0.867, while lower than the ideal 0.90 level, still indicates a reasonable rate of model adjustment for complexity. The parsimony fit indices that consider simplicity in models also show an acceptable model. Parsimony Comparative Fit Index (PCFI) was 0.850 and Parsimony Normed Fit Index (PNFI) was 0.790, both higher than the suggested minimum of 0.50. These indicate that the model is a balance between goodness of fit and parsimony and is theoretically sound as well as practically useful.

Table 6 Summary of estimates

Relationships		Beta Estimate	S.E.	C.R.	P	Result	
Org goal	<---	Cog factor	-0.035	0.071	-0.5	0.617	Insignificant
Org goal	<---	Emotioal Factor	0.211	0.068	3.127	0.002*	Significant
Org goal	<---	Collaboration	-0.057	0.077	-0.734	0.463	Insignificant
Org goal	<---	Technology	0.047	0.120	0.397	0.691	Insignificant
Org goal	<---	Worklife Balance	0.109	0.091	1.198	0.231	Insignificant
Org goal	<---	Culture	-0.49	0.076	-6.433	0.001**	Significant
Org goal	<---	Phy Factor	-0.89	0.089	-5.533	0.002**	Significant

Note: * Significant at 5 % level, **Significant at 1 % level. SE-Standard Error, CR-Critical Ratio

The SEM outcomes offer insight into the role of different factors in organizational goal achievement in a hybrid work environment. Out of the six predictors included, emotional factors exhibited a strong positive correlation with organizational goals ($\beta = 0.211, p = 0.002$), showing that employees' emotional health is an important driver of organizational success. This implies that when workers are emotionally supported and engaged, they are more committed to the organization's goals even amidst the complications of hybrid work. Conversely, cultural aspects ($\beta = -0.49, p < 0.001$) and physical aspects ($\beta = -0.89, p = 0.002$) had a significant negative effect on organizational goals. Such findings suggest that cultural misalignment (e.g., lack of inclusivity, ineffective communication norms, or mismatched expectations about work) and substandard physical workspaces (e.g., inadequately equipped home offices or awkward hybrid arrangements) can significantly impede an organization's performance toward its goals. The other variables like cognitive factors ($\beta = -0.035, p = 0.617$), collaboration ($\beta = -0.057, p = 0.463$), technology ($\beta = 0.047, p = 0.691$), and work-life balance ($\beta = 0.109, p = 0.231$) were statistically insignificant in correlation with organizational goals. Even though these factors are frequently brought up as being imperative in hybrid work setups, the absence of statistical significance implies that they might not impact the employees' contribution to organizational results in this setting directly. Specifically, the lack of significance of collaboration and technology means that the presence of the tools and possibilities to work together is perhaps not enough unless accompanied by emotional and cultural support systems. Concurrently, with a positive coefficient, work-life balance was not statistically significant, which suggested the difficulty in measuring or enhancing this aspect of hybrid environments. In general, these results indicate that emotional, cultural, and physical aspects of the hybrid work model are key to employee dissatisfaction and its implications on firm performance.

4 Challenges and opportunities in Hybrid working: Employees were happy with remote working as they can be with their family and work comfortably according to their preference, although they faced some challenges like lack of collaboration and technical issues. But after pandemic the employees were asked to come to work in office for 2days, 3 and now 4 days a week, in some organisations, again employees have to spend money for commuting and for his house hold expenses, since their family will be in remote. As employer keeps changing norms regarding hybrid working days in remote and office, it brings dissatisfaction to employees

4.1 Collaboration

Team relationships and unofficial conversations decline, which could erode bondage and self-esteem. Communication gaps between distant location and in-office employees may result from hybrid arrangements. The challenges felt during hybrid working are: Compared to their colleagues in offices, remote workers may believe they have fewer opportunities for high-impact assignments, promotions, or visibility. Frequently alternating between routines at home and at work, also referred to as "context switching," can worsen mental exhaustion and impair performance. Many leaders may find it difficult to allocate groups because they are accustomed to managing in-person. Since employers are accustomed to closely monitor the work of employees by their supervisors, it becomes impossible in hybrid working. Employers are of the opinion that without personal visibility, connecting new employees into a hybrid workplace can be difficult. It becomes difficult to organise meetings as the employees work from remote with different timings or routine. Team meetings may become less supportive or constructive due to irregular participation in the office. They should create a hybrid operational strategy with rules in the working environment for productive analysis, and interaction. Managers might mistakenly interpret a remote employee's reduced visibility as a sign of insufficient effort, overlooking situational factors like technical difficulties or fewer spontaneous interactions. When an employee is physically present on office, they are able to predict about an employee's involvement, while remote work may be viewed as a sign of comfort or detachment. This bias can result in unjust evaluations and promotions that favour those who work in the office. When a manager blames employees' idleness for the delay in their performance instead of not considering outward factors like childcare or variances of time, it can harm associations and diminish the autonomy of remote workers. During hybrid work, cooperation and teamwork could be challenging. Building solid ties and connections between scattered teams, as well as encouraging communication and a productive sharing of opinions and knowledge, can be difficult. This may have an impact on the cooperative attainment of objectives and the efficient execution of projects. Employers will therefore need to overcome their persistent concerns regarding the productivity of employees whose jobs are hidden from view (Hirsch, P. B. 2023). In a hybrid work environment, employees often struggle to sustain apt interaction with team members who are not actually present and the dependence on email and messaging apps, misinterpret the information. In remote work there are opportunities that some information is not conveyed to them by mistake. Since remote workers are not able to meet face to face, there are chances of losing promotion and direct contact with their leaders. They also undergo teamwork challenges as they are unable to attend brainstorming gatherings. The majority of workers preferred the hybrid option, according to the study, which also shows that virtual and hybrid work are becoming more and more common in workplaces.

Colleagues trust each other to cultivate solidarity and bonding (Smith, E. F et al, 2019). The basic psychological needs for adoration, concern, and belongingness are universal. People's general sense of contentment and happiness is influenced by the calibre of their human relationships.

The human need for togetherness is satisfied in the workplace when a person has a sense of belongingness, feels connected to colleagues and superiors, and is revered, believed, and socially empowered in the workplace as well. When the predicted and observed quality and quantity of friendships at work are balanced, there are considered as satisfactory place of work (S. Wright et al, 2021). If the organizations choose to implement the WFH program, management commitment the way of monetary, technical, and training guidance for ergonomic furniture and technology is crucial. Organizations that adopt the WFH program can allocate the cost of utilities and a physical workstation to meet employees' needs when they set up work from home (Baker et al., 2007). Communication is essential in hybrid working environment. Communication is the instrument that assists with building trust. Hybridity is a plan that is prone to having cases of disarray on a few levels. For example, a significant discussion is held among colleagues who are truly present, and the data finished up isn't passed across to the overall stage where the people who were not actually present. Communication is passed effectively under hybrid working environment, and everybody is considered responsible without any problem. As decent communication culture is adopted it is an extraordinary assistant in hybrid working setting (Biberman, J. et al, 1997).

4.2 Organisational Culture: Double planning for ensuring files and tools accessible both at home and in the office is frequently necessary when managing two environments. Employers believe that when workers are not physically present, it is more difficult to develop a powerful, cohesive culture. Employees may feel secluded and untrustworthy as a result of poor communication or disengagement in hybrid working. As employee's opt traditional culture they are scared of losing control, they are against hybrid work. Self-leadership creates ownership and stimulates employees to take quick decisions, try to bring inspiring and innovative changes. The company ought to hope to benefit from future work drifts and coordinated activity communities to accomplish the hybrid working and training environment that employees like. Workers try to make innovative changes to inspire them. Chiefs should think about the ideal culture for an association and pick the working model that assists them from security and maintainability point of view. The degree to which companies reward workers for their efforts, assist them, when necessary, make their work engaging, and give them suitable working conditions is known as organizational culture (Rhoades & Eisenberger, 2002). Workers see the apparent organizational culture as a concrete indication of how much the company appreciates their work and is concerned about their welfare. However, employee satisfaction is greatly impacted by the company's emotional and technical help, but productivity is unaffected. Under hybrid training trainers put forth additional attempt to be aware about what is done by their team or other colleagues. In hybrid work circumstances everybody centred their job being done in time and increase efficiency. As the awareness culture of the association is present, genuine consideration has its significance. When most time is spent freely, there is that inclination of not realizing that an individual colleague is battling with various things. Knowledge of the group's strength drives the group to best use the special qualities in the most ideal way to get the best out of the group. Awareness in a group gives the individuals the confirmation that their sentiments matter. The eventual future of work is comprehensive of compassion no matter what is the nature of the colleagues. It is challenging to convey company culture and virtues to remote new employee's during orientation in online. Cognitive, digital and self-leadership skills help employees to adapt easily to cultural factors of working environment.

4.3 Technology: Excessive dependence on online technologies and allochronic communication can cause postponement or misinterpretations. Employers offer financial assistance, and internet connectivity to employees even though they may save money on office buildings. To accomplish their goals in hybrid models, employers must develop a comprehensive, flexible strategy that takes into account both technical requirements and employee health. Furthermore, employees may encounter technology problems, like unreliable contact to high-quality internet, hardware, or vital software devices, along with safety issues related to handling delicate company data in remote working. Digital skills assist workers in improving digital literacy, digital collaboration, algorithmic thinking, and data literacy and enable them to understand technology translation. With digital and data literacy the organization can execute quick practices in engineering and data science activities. Employees get trained in hybrid environment and develop in designing and information science elements of the business. Advanced analytics accomplished in creating record, recognize enhancements to instrumentation for additional data information, and start inventive critical thinking to focus on productive model for creative gains. The individuals from the group in a hybrid working and training environment keep update technologyskills. Employee's technology abilities in office applications are updated through hybrid training in Microsoft office, or office video meeting tools like zoom or Google meet. Workers are modern in accomplishing technology skills in the tech world, otherwise they bear moral obligation regarding their development. The organization arranges training to see the need to get better at being technologically clever. The workers in a hybrid work environment are the people who are enthusiastic about self-improvement and advancement (Marie Puybaraud, 2022)

4.4 Work life Balance: From the perspective of an employee, flexibility is the state in which an individual has control over the main elements of their workplace, specifically the time, location, and duration of work-related tasks. By emphasizing on mastery, this hybrid group had the option to produce an excellent quality product within the time limit. It also seeks to increase a person's capacity to carry out obligations to their family, community, career, and personal life. Flexibility was found to have a positive effect on work-life balance, perceived productivity, and satisfaction during WFH. Flexibility at work enables workers to tailor their schedules to suit their requirements, which enhances job satisfaction (Baltes et al., 1999). Employee dedication and motivation can also be increased by an organization that supports flexible work schedules (Setiyani et al., 2019). Additionally, workers' work performance and productivity are positively impacted by flexible working arrangements (Hashmi et al., 2021; Onyekwelu et al., 2022). Trust is the most crucial ability to have in the hybrid work circumstance, and it works in two different ways. Trust is that quality that represents an individual however he may not be genuinely present in the office. The leader has sufficient confidence in his employees to follow through on their occupation without leader being truly present. In hybrid working workers do their job with satisfaction, with critical degree of trust by taking care of their assignments with certainty, consequently imparting in them the necessary inspiration to take care of business with negligible supervision. An expertise in hybrid work environment has the capacity to complete his work in time. The framework application is an alternate kind and the proportion of time should be dynamic. In tackling the test of using time effectively, a reasonable style of time following is created. Employees become familiar through hybrid training on how they must deal with their experience on an errand. Workers make an honest effort regarding time management when they work from home due to increased autonomy. As employees are satisfied with hybrid working model, they complete the work in time. Employees are cognizant with respect to managing time effectively. (Barnes, D. E. (2018). Workflows and procedures should be created to give employees more autonomy and less stress when they communicate online. Enhanced job life balance makes employees feel that the company cares about their health and safety, which boosts employee satisfaction (Höcke Martin Christian, et al. (2024). Burnout can be decreased by incorporating more flexibility to meet the various needs of workforce. Eighty-four percent of workers in their survey believed that more flexibility in working hours would lessen burnout (Jennifer Agis (2024). Creativity and critical thinking are important abilities in the hybrid working and training environment. Creativity is useful in an independent circumstance where the boss isn't truly present. The employee has the capability to settle work difficulties assuming that the circumstance warrants it. The creative expertise empowers the worker adjust new technology solutions to fulfil the on-going need of the organization. Creativity assists him to utilize his expertise as a member of team. In critical circumstances, hybrid training offered helps them to take decisive reasoning assists with concocting an exit plan. When there is lot of occurrences simultaneously and there's the need to focus on while not truly present, critical thinking helps to take right decisions (Wijngaarden, Y et al, 2020).

Discussions:

In remote working lot of time left which is used by employees to care of their family and spend time with them, but some employees especially unmarried felt lonely, stressful and uneasiness in home working. Chi square analysis stated there is an association between motivational factors and employee satisfaction in hybrid working. Hybrid working kills the requirement for long mid-day breaks. Those hours can be used to complete work in time. During office time, couple of discussions daily can destroy the efficiency time. Concealed at home, they can utilize time productively. In hybrid working making friends becomes difficult. Work environment connections are often referred to as the main component an individual thinks about when they contemplate to change occupations. Training has become significant in the hybrid work model since workers work on the web, so there is no degree for in-person gatherings. Consequently, employees need to lead meetings on the web, which has required utilizing video conferencing to train the employees. office working encourages them to apply proficient method to manage basic problems, so that issues can be solved promptly. The employers save the cost of health amenities, sustainability features, and cutting-edge advancements. When there is sense of belongingness among employees, independent variables like clear communication, positive workplace culture, work life balance, time management, increasing virtual meeting, recognition and reward to employees for their efficient performance and flexible workplace bring about affiliation between worker and organisation. The bondage between employees and employer increases due to the facilities offered to employees. Hybrid work arose as a stunner for entrepreneurs yet it is a test for the employees and bosses, requiring an alternate mentality and new strategies to adjust to remote working. Hybrid work is a challenge for managers to recognize the new wellbeing and prosperity needs of the work force and to adopt an all-encompassing strategy to moulding a genuinely enabling hybrid workplace. The ability centered organizations are now moulding a mindful and regenerative work environment by moving freely with employees to comprehend how they complete their work, create an office climate that supports individuals' work process, work with directors to become facilitators of a stronger association and work force.

Suggestions

Organizations got an opportunity to perceive how adaptable work and training choices help their employees. Hence groups might be parted among remote and in-office workers, and all employees must be given equivalent access to quality training. Skill gap analysis survey can be conducted, to find out the current and future training needs. Figure out what abilities the workers need to master and accordingly training can be offered. Team work and consideration are significant components of a productive organization and working environment culture has to be adopted by employees. During HW employees can be trained to enhance their abilities that make employees feel esteemed in the association. Trainers who train employees rethink about blend of face to face and independent learning. It implies they should decide how and when live meetings can be conducted. Organisation must progress cognitive skills and motivate team work. Organisation must consider utilizing micro learning to support commitment and retention. Breaking training into little pieces makes it simpler to understand. Organizations must establish clear policies for both in-office and remote work days, and team communication must be open and stable, in order to satisfy employees with hybrid working arrangements. Organizations can standardize notifications by using tools like Slack, MS Teams, or Notion. Organizations can use agile methodologies like Zoom, Miro, and Asana to fill the gap and provide technical support for both in-office and remote setups. Regardless of location, the company can plan casual chat channels or coffee catchups to improve social connections and celebrate milestones and birthdays to improve social connections.

Employee accomplishments must be acknowledged by management in person publicly. They can offer meeting spaces and quiet areas for concentrated work, and make sure the office is friendly and not overpopulated. Set aside specific weeks for everyone, including leadership, to work remotely exclusively, it increases empathy for teleworkers. Provide extra virtual commute sessions to staff members at the beginning and end of the workday, it can be journaling, mindfulness, or social audio rooms to help them relax and simulate progressions. By providing fitness classes or lunch delivery to connect remote and in-office teams, businesses can give credit for local activities. Company can organize fun events such as cooking demonstrations, music bangers, and art exhibits, or arrange for monthly virtual carnivals where staff members display their hobbies, which promotes culture in all places. Select hybrid workers at irregular intervals every three months for amazing work vacation to foster gratitude and inspiration. Encourage staff members to record brief videos of their hybrid lives, including lunch locations and pets, and share them once a week to personify coworkers and foster contacts. Workers were given a realistic budget to create the home office configuration of their dreams. Set aside entire Fridays for in-depth work that emphasizes async communication and doesn't involve meetings, helps remote workers from experiencing Zoom fatigue and helps them stay productive.

Future Study

Researchers can do research in Hybrid work combining technology in future. 'Study on Influence of AI in customisation of individual employee hybrid schedule' can be investigated based on team relationships, meeting exhaustion, and performance trends. 'Organizational DNA and hybrid work' relates to knowledge transfer, company culture over a period. 'Workflow simulation using employee digital twins' can examine anonymous online behaviour where privacy and ethics are key considerations. 'Cognitive Load and Decision Fatigue in Hybrid Context switching' to measure the impact on memory, planning, and decision quality. In the context of a hybrid work model, researchers can look for additional theories that explain why new business methods are to be adopted.

Conclusion

For any workplace whose partners mean to rise above the assumption for the continually developing working environment, the future of work ought to be really important. Except a few nations have loosened up the lockdown in their states, organizations are taking as much time as is needed to set up a more imposing work environment. Many organisations are working under hybrid framework while others are running completely remote. The pandemic has shown the work environment how to be ready and arrange under critical situations and given the rude awakening to stay aware of the technology through hybrid training and the management related changes to guarantee efficiency and development. It is an illustration of adaptability and versatility in the work environment. In focusing on the future of work, there is the need to embrace the hybrid working and training environment. To be sure, the future of work would probably be the hybrid working, work place model has to be designed to satisfy the employees (Christiana Pavlou, 2022). Hybrid working can adversely affect labourers' well-being and prosperity. Job satisfaction varies based on individual factors and individual conditions. Research conducted by employer recommended that there has been no adjustment in productivity due to hybrid working because of the pandemic. The production differs between enterprises, with the enhanced expenses on accommodation and food and diminishes in production (Natasha Mutebi et al, 2022).

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