



A SYSTEMATIC LITERATURE REVIEW ON IMPACT OF HYBRID WORK CULTURE ON EMPLOYEE JOB ENGAGEMENT AND PRODUCTIVITY - A STUDY OF IT PROFESSIONALS IN KARNATAKA

N. Vanitha¹, Dr. Shailashri V. T²

¹Research Scholar, College of Management & Commerce, Srinivas University, Mangalore and Assistant professor, MWCMC, Mysore, OrcidID:0000-0001-6129-5947

²Research Professor, College of Management & Commerce, Srinivas University, Mangalore. OrcidID:0000-0002-1684-238X.

Article DOI: <https://doi.org/10.36713/epra15360>

DOI No: 10.36713/epra15360

ABSTRACT

Purpose: This study aims to comprehensively investigate the Impact of Hybrid Work Culture on Employee Job Engagement and Productivity, with a specific focus on IT professionals in Karnataka. As organizations increasingly adopt hybrid work models, understanding the nuanced effects on the workforce becomes imperative. The research seeks to assess the levels of job engagement among IT professionals within this hybrid framework, examining how the flexible arrangement influences their commitment, motivation, and overall involvement in work-related tasks. Additionally, the study aims to measure productivity metrics, investigating whether the combination of remote and in-office work enhances or impedes IT professionals' ability to deliver high-quality output. By delving into the intricate dynamics of the hybrid work model, the research also intends to identify challenges faced by IT professionals and propose practical solutions, contributing valuable insights to both academic literature and organizational strategies. Ultimately, the findings aspire to guide organizations and policymakers in shaping effective hybrid work policies that optimize employee engagement, productivity, and overall well-being in the unique context of Karnataka's IT sector.

Finding / Results: Organizations transitioning to hybrid work models aim to enhance employee engagement through factors like culture, recognition, and reinvented appraisal systems. The positive characteristics of remote work challenge traditional norms, posing a management struggle to define the new normal. Employee retention remains crucial for long-term success, and digital transformation plays a significant role in accelerating work-life balance. The hybrid model's impact on productivity is inconclusive, yet the appeal lies in offering flexibility, happiness, and efficiency. Challenges and opportunities arise, emphasizing the need for effective leadership, digital tools, and a focus on employee well-being in navigating the evolving landscape of work.

Originality/ Value: This research provides in-depth insights into hybrid work models, emphasizing digital tools, leadership, and employee well-being. It tackles job satisfaction, productivity paradox, and turnover intention, offering valuable perspectives for post-pandemic work strategies. The study contributes to informed decision-making on optimizing hybrid work structures, addressing challenges, and leveraging opportunities in the evolving workplace landscape.

Paper type : Systematic Review Paper

KEYWORDS: Hybrid Work Culture, Employee Job Engagement, Productivity, IT Professionals and Workforce Dynamics

1. INTRODUCTION

In the wake of unprecedented global changes, the traditional landscape of work has undergone a profound shift, with the emergence of hybrid work models becoming a focal point of discussion. This research paper delves into a multifaceted exploration of hybrid work cultures, examining their impact on employee engagement, productivity, and organizational effectiveness. Drawing insights from a diverse array of studies, our analysis encompasses factors such as digital collaboration tools, leadership strategies, and the well-being of employees in this evolving paradigm. By synthesizing findings on job satisfaction, turnover intention, and productivity paradox, this paper aims to contribute to a nuanced understanding of the challenges and opportunities presented by the hybrid work environment, providing a valuable guide for organizations shaping their future work strategies.

The contemporary professional landscape is undergoing a transformative shift, with the conventional notions of the workplace evolving into a dynamic hybrid model that fuses remote and on-site work structures. This research embarks on a comprehensive



examination of various facets surrounding hybrid work cultures, aiming to dissect their intricate influence on employee engagement, organizational effectiveness, and overall workplace dynamics. The multifaceted exploration encompasses critical elements such as leadership strategies, digital collaboration tools, and the profound impact on employee well-being in the emerging paradigm of work. As organizations grapple with defining the 'new normal,' understanding the nuanced relationship between work structures and employee outcomes becomes imperative.

The research unfolds through a meticulous analysis of diverse studies, each shedding light on distinct aspects of hybrid work arrangements. From the examination of productivity paradoxes to insights into the impact on job satisfaction, the findings provide a nuanced understanding of the challenges and opportunities embedded in this evolving professional landscape. Furthermore, the study delves into the adoption and impact of digital tools, such as cloud storage, online collaboration platforms, and remote communication channels, on the overall efficiency and cohesion within hybrid work settings.

Synthesizing findings on job satisfaction, turnover intention, and the broader implications of the hybrid model, this research aims to offer valuable insights for organizations navigating this transformative phase. As the workforce seeks a harmonious blend of flexibility and structure, understanding the intricate dynamics of hybrid work environments is pivotal for businesses aiming to foster a resilient and engaged workforce in the years to come.

2.OBJECTIVES OF THE STUDY

- To explore the concept of hybrid work culture.
- To review the articles regarding hybrid work culture, employee job engagement and employee productivity.
- To develop a conceptual framework for the study of hybrid work culture, employee productivity and employee job engagement.
- To identify a research gap that should be investigated further

3.RESEARCH METHODOLOGY

The research methodology employed in this study adopts a comprehensive approach to investigate the dynamics of hybrid work environments and their impact on employee engagement. Employing a mixed-methods design, the study combines quantitative and qualitative methods to capture both numerical trends and nuanced employee experiences. The population under consideration spans diverse industries, ensuring a representative sample through stratified sampling. Surveys will be utilized to quantitatively assess factors influencing engagement, while semi-structured interviews will provide qualitative depth to the analysis.

Digital collaboration tools play a pivotal role in hybrid work success; thus, an in-depth analysis of their usage and effectiveness will be conducted. The study will compare organizations embracing hybrid models with those maintaining traditional structures to identify trends in employee engagement, job satisfaction, and organizational effectiveness. Special attention will be given to the impact of leadership styles on employee outcomes, with interviews conducted to gain insights into leadership strategies.

Data analysis will involve both statistical techniques for quantitative results and thematic analysis for qualitative insights. The study will uphold ethical considerations, ensuring participant confidentiality, informed consent, and obtaining necessary permissions from involved organizations

4.LIMITATIONS OF THE STUDY

Limitations, such as potential biases and the evolving nature of hybrid work, will be acknowledged. The significance of the study lies in providing actionable insights for organizations navigating hybrid work transitions and contributing to the academic discourse on the changing landscape of work environments and their implications for employee engagement.



5. REVIEW OF LITERATURE

Table 1: Review of Literature

Sl. No	Research Topic	Focus Area	References
1	Examining the factors and Employee Engagement model for Hybrid Work Culture	The model is focusing 1) culture, 2) transparency, 3) employee recognition, 4) trained leadership, 5) employee connect, 6) reinventing the appraisal system, and 7) feeling of security. The aim of this model is to improve engagement; the derived possible outcomes of engagement are: 1) higher productivity, 2) defined engagement, 3) change in employee attitude, 4) satisfaction through experience	[1]
2.	Hybrid Work to turn Workplace Vibrant	Positive characteristics of RW, and the home working experience employees gained during the pandemic, pose a challenge to the traditional work definition and norms in a less regulated workplace. On other hand, management and HR are struggling to agree on what exactly the model of new normal should look like	[2]
3.	Effect of Hybrid Working on Employee Engagement and on Turnover Intention	Employee retention is critical to the organization's long-term viability and success. Understanding the variables that influence an employee's decision to leave a company is critical for addressing the economic and social consequences of a business	[3]
4.	Accelerating WLB to increase Employee Engagement in Hybrid Environment	The digital transformation has completely changed the labour market and the organisation functionality towards productivity, there is a change in the work process and method due to digital transformation and certain managerial solution are been implemented like agile system, mentoring and reverse mentoring.	[4]
5.	Defining Hybrid Organisational Environment	Organizational environment is dependent on the type of organization and its setup. The traditional environment in short defines the regular process of working, it complies with the aspects of each person with each desk and individual workstation. On the other hand, hybrid workplace environment setup is different.	[5]
6.	Hybrid Working Arrangements	Hybrid working arrangements, also known as hybrid work models or hybrid work arrangements, refer to a flexible work structure that combines remote work and on-site work in a blended approach. It allows employees to work from both a physical office or workplace and a remote location such as their home. This means that employees have flexibility to determine their own mix of remote and on-site work based on their individual circumstances and job responsibilities.	[6]
7.	Hybrid Work Model	Although studies of productivity gains are inconclusive, in part because there may be a difference between a well-prepared strategic decision to move to remote work and the need to work from home overnight because of a pandemic, studies show employers' willingness to continue with remote work practices even after the Covid19 pandemic	[7]
8.	Impact on Hybrid Work Model on Job Satisfaction	People want the future of workplace to be hybrid because they believe the employees fared better as the employees can benefit from the best of both the worlds together, which resulted in healthier mental-being, better work relationships and decreased burnouts who worked entirely remote basis.	[8]
9.	Opportunities and Challenges of Hybrid Work	Employees could have the flexibility to work whenever, saving time in commuting, and being able to work in a comfortable environment of their own choice which could increase happiness and focus. Thus, being able to perform better and increase efficiency level	[9]



10.	Impact of Hybrid Work on Team Creativity	social interactions mediated by digital tools and applications 27 can be just as crucial to the influence of team creativity as being physically present in an IOE. DKS transcends the typical information transfer process and should be viewed as a social factor in team creativity.	[10]
11.	Tools Hybrid Work Model for the future of Work	Digital collaboration tools are essential for smooth blending of physical and remote work. The main tools include cloud storage for documents and data, cloud software, online whiteboards for collaboration and digital wikis for knowledge building and exchange. This move from physical to digital collaboration has led newspapers to state that “data centres are the new offices”	[11]
12.	Impact of HWC on Organizational Effectiveness	The statistics show that employees who work remotely are more productive than those who work on-site, and that remote and hybrid work arrangements are positively related to employee engagement. Employee satisfaction with their current working circumstances was also high, with the majority of them reporting that it was very good. The poll also revealed that manager and supervisor support is crucial for a positive work environment and content employees.	[12]
13.	Hybrid Work- Consequences for Stress and Work Engagement	Six factors important for burnout and work engagement: Workload, Control, Reward, Community, Fairness, and Values. However, subsequent studies showed that the impact of Work-Life Areas on burnout and commitment turned out to be very complex.	[13]
14.	Trends in Hybrid Work	a. Employees want the best of both worlds. b. Leaders are out of touch with employees and need a wake-up call. c. Digital overload is real and climbing. d. Talent is everywhere in a hybrid working world.	[14]
15.	Predicting Employee Attrition-Impact of Hybrid Work	Employee attrition refers to the loss of workers for causes other than termination or other employer-initiated events. Attrition is an unavoidable component of running a company. An employee will eventually desire to quit an organization for reasons both personal and professional. This implies that a company has no direct influence over how many employees leave due to attrition. Employee attrition is increasing as a result of a number of causes, including the changing expectations of employees, work-life balance, and workplace environment.	[15]
16.	Hybrid Model- Impact on Job Performance	Organizations need to focus on building employees' positive performance through providing employees with a broad range of tools and skills to meet new realities and challenges. Employees' productivity can be enhanced through motivation and effective recognition, which will lead to the organization's performance.	[16]
17.	Productivity Paradox of Hybrid Work Model	The term "productivity paradox" was first used in the context of information technology, where organizations invested heavily in IT but saw little improvement in overall productivity. Hybrid work arrangements, despite their anticipated advantages of enhanced flexibility and improved work-life equilibrium, have not necessarily yielded heightened productivity.	[17]
18.	Validity Test of HWM on Employee Performance through WLB	The results showed that the Hybrid Working Model has a significant effect on Work-Life Balance based on the statistical calculation of the t value of 3.813, while the t table is 1.676 where t count > t table and p value = 0.000 < α = 0.05 value, this means that H12 is accepted and the direct effect given is 0.335 or 33.5% which is included in the category of influence quite strong so that the second hypothesis can be accepted.	[18]



19.	Definition of WLB	Life is a balancing act, and in American society, it is safe to say that almost everyone is seeking work/life balance. But what exactly is work/life balance? We have all heard the term, and many of us complain that we don't have enough of it in our lives. Among men and women alike, the frustrating search for work/life balance is a frequent topic of conversation, usually translated into not enough time and/or support to do, to handle, to manage ... our work commitments or personal responsibilities.	[19]
20.	Pandemic Induced Changes in Work Culture	The pandemic provided companies with an ample amount of time to reassess their corporate strategy. Once the threats of the pandemic became milder, we saw organizations switching over to the hybrid model of work. In a hybrid work model, the employees were asked to work both in-office and remotely based on their position and the task that needed to be performed.	[20]
21.	Impact of Hybrid Work Culture on Organizational Effectiveness	The objective of the research study is to identify impact of hybrid work culture on organizational effectiveness. There is a positive association between employee engagement and both remote and hybrid work arrangements, demonstrating that these flexible work models have a beneficial effect on engagement.	[21]
22.	Hybrid Working Environment and Employee Engagement	The concept of hybridization is relatively new with very few models that have been designed to understand the concept. The research will investigate a number of multinational organizations that have transitioned into this change and highlight the problems and issues that are of concern.	[22]
23.	Impact Of Nature of Work Setup on Employee Wellbeing, Engagement and Productivity	It explores the hybrid work set-up and the various factors like ability to adapt to the hybrid work set-up along with productivity of the employee, employee wellbeing and engagement of the employees working in the hybrid type of work set-up. The existence of inter-relatedness between various factors such as adjustment to hybrid work set-up, wellbeing, engagement and productivity.	[23]
24.	Hybrid Work Models and Employee Productivity	This study examined effects of hybrid work models effective communication, access to technology, study concludes that hybrid work models have significant effect on employee productivity in the organisation recommends that by improving access to technology infrastructure, enhancing communication channels, optimizing work environment, can enhance the productivity of their employees in hybrid work models.	[24]
25.	The Moderating Role of Workplace (Hybrid/ Remote) on Employee Engagement and Employee Turnover Intention	The elements of a workplace can impact how committed employees are and whether they plan to stay or leave. The study reveals that techniques for boosting employee engagement have better results in hybrid workplaces compared to remote workplaces.	[25]
26.	Impact of Remote Work Arrangements on Employee Engagement.	This study found that the intentional, planned, and consistent communication between the remote employee. The findings of this research study build upon existing theoretical concepts and further recommendations for future research are provided.	[26]
27.	The evolution of employee engagement	Research demonstrates that high Employee Engagement (EE) sustains job satisfaction and performance among staff. Main Findings are, the social and relational nature of EE, the fact that EE is dynamic, how EE could be a fundamental ingredient in shifting towards a human centred approach.	[27]



28.	Engagement and Burnout in Hybrid Work Arrangements	This study sheds light on the effects of hybrid work, finding that a greater frequency of virtual work is associated with lower employee engagement and unrelated to employee burnout. More importantly, this study found that when the managers' exhibition of positive leadership behaviours is taken into account, how often one works virtually no longer has a predictive effect on engagement.	[28]
29.	The Impact of Hybrid Work on Productivity	Organizations has become more hybrid enabling the workers to work partially from the office and partially from home. Limitations can be found in the study where the findings are restricted to the context of a single case study. Thus, further research can be conducted to enrich the findings with other settings and strategies.	[29]
30.	Well-being and Engagement in Hybrid Work Environments	This paper concludes with a recommendation on how to enhance coaching skills among leaders and to build their knowledge and literacy in the field of coaching, to result in positive effects on workplace well-being and engagement in contemporary work environments.	[30]
31.	Investigating Employee Engagement of Engineering Teams of Long-term Domestic Projects	This study aimed to investigate the effect of the hybrid working model, manager coaching and development plans under long-term assignment conditions on engagement. The study findings suggested that the relationship between job resources and engagement is negatively moderated by working on long-term assignments.	[31]
32.	The Impact of Digital Employee Engagement Practices on Organizational Performance	The inclusion of advanced technical infrastructure is not required for now. The significance of digitally engaging the employees to connect with the organizational management is getting high due to the increasing ratio of hybrid working to promote work-from-home concept.	[32]
33.	Hybrid Working Method	The results of the earlier research on hybrid working, telework and flexible work arrangements it was found that employees are highly recommending the organizations to encourage work from home policies and make adjustment in the working culture of the organization in order to survive in this competitive world by retaining their top talented work force.	[33]
34.	Impact of Leadership in a Remote Work Environment	The recommended solutions for the research findings are for Company to improve leadership and employee retention strategies. Every employee is different and should be seen as an individual to better comprehend their preferred ways of working and therefore, different approaches and strategies should be implemented to ensure maximum employee retention.	[34]
35.	Hr Challenges in The Era of Remote and Hybrid Workforces	This review research paper offers valuable insights into the future of work and the pivotal role of HR in navigating the challenges and harnessing the benefits of remote and hybrid workforces. It aims to guide both scholars and practitioners in shaping HR strategies that foster a harmonious and productive work environment.	[35]
36.	Work from home (WFH), employee productivity and wellbeing	Remote working has attracted a large volume of research from various disciplines, alongside the expansion of WFH practices, academic and industry reports. Managers can develop an awareness of potential signals and symptoms of poor health and mental well-being among employees.	[36]
37.	Hybrid Working: The Future of Organizations	The organizations were able to sustain its functioning by adopting work-from-home (WFH) policy. This study is an attempt at formulating the same by preparing a systematic review of significant and recent studies and figuring out the antecedents and relational outcomes of Workplace incivility.	[37]



38.	The Organisation of Work and Employee Engagement	The organisation of work is the relationship between workforce engagement, the organisation's structure, leadership and management. Engagement is more likely to occur in an aligned work environment with workplace structures with a clear line of sight between organisational goals, and individual job or role specifications and performance management systems that enhance the opportunity to achieve these goals.	[38]
39.	Remote Work and Hybrid Work Organizations	Research focus on the extent to which organizations, as social entities, are constrained by physical space and materiality or by the way they exercise power and control over their human resources. Another direction should focus on a better understanding of information and communication processes as well as alternations in leading and managing people in online environment.	[39]
40.	Blending the physical and virtual: A hybrid model for the future of work	It should aim to facilitate the implementation of flexible working conditions, ensuring minimum protection levels for on-site and hybrid workers equally, while fostering harmonisation within the single market and making it easier for workers to be geographically mobile.	[40]

6.FACTORS INFLUENCING PRODUCTIVITY IN HYBRID WORK CULTURE AND ITS EFFECTS

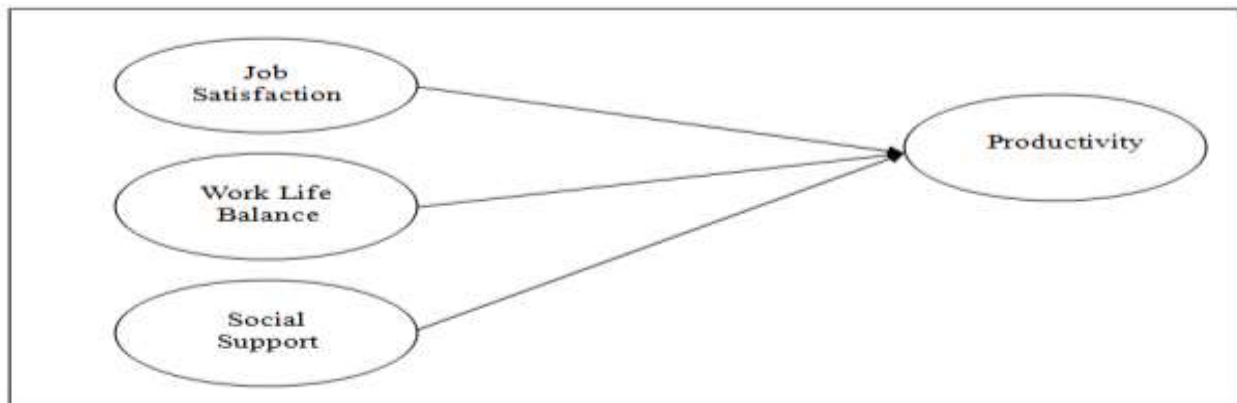


Figure -1 Conceptual framework of employee engagement in Productivity

Table 2: Factors influencing productivity in hybrid work culture and its effects

Job Satisfaction	Work life balance	Social Support	Productivity
1. Job autonomy 2. Monitoring mechanism 3. Longevity of WFH 4. Home work space suitability 5. Digital social support	1. Identify employees work values 2. focus on flexibility 3. foster connections 4. reinforce the organizational offer 5. Employee trust 6. Amplify recognition 7. safety	1. Establish consistent expectations 2. Make time to reduce bias in assessments 3. Pay and reward people in a fair and equitable way 4. Expand feedback types 5. Increase feedback sources and frequency 6. Prepare and guide feedback providers and receivers	1. Increase transparency and visibility 2. Equip team with the right technology and tools 3. Embrace different work modes spark to innovation 4. Create clear goals 5. Update goal progress regularly 6. Give individuals their performance data



The conceptual framework for this study revolves around the key variables of job satisfaction, work-life balance, and social support, examining their interconnectedness and influence on productivity within the context of hybrid work environments. Job satisfaction, a critical indicator of employee contentment, is hypothesized to be positively correlated with productivity. Work-life balance, reflecting the equilibrium between professional and personal life, is considered a mediating factor, affecting both job satisfaction and, consequently, productivity. Social support, encompassing interpersonal relationships and collaborative interactions, is postulated to enhance both work-life balance and job satisfaction, thus contributing positively to overall productivity. This framework aims to elucidate the intricate relationships among these variables, offering insights into how organizations can optimize job satisfaction, work-life balance, and social support to foster a more productive hybrid work environment.

7. RESEARCH GAP

While there is extensive discussion on the benefits of hybrid work, there is a gap in understanding the most effective strategies for implementing and managing hybrid work models across diverse industries.

- Current research lacks standardized metrics for measuring employee engagement in a hybrid work environment, hindering the ability to accurately assess the impact of hybrid models on workforce engagement.
- Limited research explores the specific leadership skills and training needed for effective management in a hybrid work setting, especially regarding maintaining team cohesion and productivity.
- The consequences of hybrid work models on team creativity remain understudied, requiring a deeper examination of how virtual collaboration tools influence creative processes and outcomes.
- There is a gap in understanding the long-term productivity trends associated with hybrid work, including potential fluctuations over time and the sustainability of initial productivity gains.
- Research gaps exist in comprehending the nuanced relationship between hybrid work arrangements and employee well-being, including factors such as stress, burnout, and mental health.
- While the importance of digital collaboration tools is acknowledged, research lacks insights into the most effective tools and strategies for optimizing collaboration and communication in a hybrid work setup.
- Limited research delves into how hybrid work models influence and shape organizational culture, including the emergence of new cultural norms and values within remote and on-site workspaces.
- Research gaps persist in understanding how gender disparities manifest in hybrid work environments, including potential differences in opportunities, challenges, and work-life balance.
- Despite the emphasis on work-life balance, there is a gap in identifying the most effective organizational practices that contribute to a healthy work-life balance for employees engaged in hybrid work arrangements.

8. CONCLUSION

The extensive exploration of hybrid work environments and their impact on employee engagement, productivity, and well-being reveals a complex landscape shaped by factors such as organizational culture, leadership, and the evolving nature of work itself. While the findings underscore the potential benefits of hybrid models, including increased flexibility and job satisfaction, challenges such as digital overload and the need for effective leadership in remote settings also surface. The identified research gaps emphasize the ongoing need for nuanced investigations into the dynamics of hybrid work, offering opportunities for future studies to delve deeper into areas such as the long-term effects on job satisfaction and the evolving role of leadership in a hybrid context. As organizations navigate the transition to hybrid work, these insights contribute valuable considerations for optimizing strategies and fostering a resilient and positive work environment.

REFERENCES

1. Nagesh, P., Kulenur, S., & Shetty, P. (2019). *The study on factors affecting employee engagement. International Journal of Engineering Research & Technology (IJERT)*, 8(6), 426-430. Google Scholar
2. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3735771
3. Delany, K. (2022). *What challenges will organisations face transitioning for the first time to the new normal of remote working? Human Resource Development International*, 1-9. Google Scholar
4. La Porta, R. (2021). *Hybrid jobs and redesigning of the workplace: literature and empirical review. Google Scholar*
5. Lina Vyas, Nantapong Butakhieo Pages 59-76 | Received 29 Aug 2020, Accepted 09 Dec 2020, Published online: 23 Dec 2020. Google Scholar
6. La Porta, R. (2021). *Hybrid jobs and redesigning of the workplace: literature and empirical review. Google Scholar*
7. Microsoft (2021), *The Next Great Disruption Is Hybrid Work – Are We Ready? Microsoft's Work Trend Index*, available at: Google Scholar (accessed on January 10th, 2022)
8. Santillan, E. G., Santillan, E. T., Doringo, J. B., Pigao, K. J. F., & Von Francis, C. M. (2023). *Assessing the Impact of a Hybrid Work Model on Job Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company. Journal of Business and Management Studies*, 5(6), 13-38. . Google Scholar



9. Birkett, H., Forbes, S., & Jackson, G. (2021). *Hybrid Working Beyond COVID-19 Research findings and recommendations for implementing hybrid working*. Google Scholar
10. Simon Van Rossum. (2022-2023), *The impact of hybrid work on team creativity: understanding the conditions of the workplace*, UHASSELT, PPI-226 Google Scholar
11. Martin, W. S., & MacDonnell, R. (2021). *Remote work's future may lie in hybrid models, but are leaders ready?* Harvard Business Review. Retrieved from Google Scholar
12. Karasek Jr, R. A. (1979). *Job demands, job decision latitude, and mental strain: Implications for job redesign*. *Administrative science quarterly*, 285-308. Goggle Scholar
13. Karasek Jr, R. A. (1979). *Job demands, job decision latitude, and mental strain: Implications for job redesign*. *Administrative science quarterly*, 285-308. Google Scholar
14. D. Alao and A. B. Adeyemo, "Analysing employee attrition using decision tree algorithms," *Computing, Information Systems, Development Informatics and Allied Research Journal*, vol. 4, no. 1, pp. 17-28, 2013. Goggle Scholar
15. A. Adhikari, "Factors Affecting Employee Attrition: A Multiple Regression Approach," *IUP Journal of Management Research*, vol. 8, no. 5, pp. 38-43, May 2009.
16. N. Chellam, D Divya "A casual study on Hybrid Model and its impact on employee job performance", "Journal of Pharmaceutical Negative Results", pp 866-873, 2022
17. Krupp, S. *The work anywhere paradox: Love it or hate it, how leaders can optimize it*. Google Scholar
18. Brynjolfsson, Erik. "The productivity paradox of information technology." *Communications of the ACM* 36, no. 12 (1993): 66-77. Google Scholar
19. Kanter, R. M. (1989). *Work and family in the United States: A critical review and agenda for research and policy*. *Family Business Review*, 2(1), 77-114. Google Scholar
20. Hirsch, P. B. (2021). *Sustaining corporate culture in a world of hybrid work*. *Journal of Business Strategy*.
21. M. Evans A Monte Carlo study of the effects of correlated method variance in moderated multiple regression analysis *Organizational Behaviour and Human Decision Processes*(1985)
22. Tombari, N., & Spinks, N. (1999). *The work/family interface at Royal Bank Financial Group: successful solutions—a retrospective look at lessons learned*. *Women in Management Review*, 14(5), 186-194. Goggle Scholar
23. Greenhaus, J. H., Bedian, A. G., & Mossholder, K. W. (1987). *Work experiences, job performance, and feelings of personal and family wellbeing*. *Journal of Vocational Behavior*, 31, 200-215.
24. Bhatia K., Kulshrestha S. (2018). *Managing work life balance by working women – A case study in Jodhpur*. *International Journal of Research in Commerce and Management*, 9(10), 8-11. Google Scholar
25. Bhui K., Dinos S., Galant-Miecznikowska M., de Jongh B., Stansfeld S. (2016). *Perceptions of workstress causes and effective interventions in employees working in public, private and non-governmental organisations: A qualitative study*. *BJPsych Bulletin*, 40(6), 318-325. Google Scholar
26. Anandh, K. S., & Gunasekaran, K. (2016). *Constructing a model to examine the influence of quality of work-life on work-life balance- discernment of civil engineers from construction industry in Chennai*. *Indian Journal of Science and Technology*, 9(40), 1-12. Goggle Scholar
27. Noronha, S., & Aithal, P. S. (2016). *Glass Ceiling- A Silent Barrier for Women in Highly Advanced and Humanistic Society*. *International Journal of Management & Social Sciences* 5(3), PP 455-466. Goggle Scholar
28. Noronha, S., Aithal, P. S., & MD, P. (2017). *Study on the Policy Framework towards work life balance in India*. *International Journal of Multidisciplinary Research and Modern Education (IJMRME)*, 3(2). Goggle Scholar
29. Horgen, K. B., & Choo, J. Y. (2022). *Engagement and Burnout in Hybrid Work Arrangements: Effects of Leadership Behaviors and Frequency of Virtual Work* (Master's thesis, Handelshøyskolen BI). Goggle Scholar
30. Franzen-Waschke, U. (2021). *Well-being and Engagement in Hybrid Work Environments: Coaching as a Resource and Skill for Leaders to Develop*. *GiLE Journal of Skills Development*, 1(2), 82-98. Goggle Scholar
31. Noronha, S., & Aithal, P. (2017). *Organizational Strategic Approach towards Work Life Balance of in India*. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 2(1), 18-24. Google Scholar
32. Arief, N. R., Purwana, D., & Saptono, A. (2021). *Effect of quality work of life (QWL) and work-life balance on job satisfaction through employee engagement as intervening variables*. *The International Journal of Social Sciences World (TIJOSW)*, 3(1), 259-269. Google Scholar
33. BHATIA, K., & Kulshrestha, S. (2018). *MANAGING WORK LIFE BALANCE BY WORKING WOMEN-A CASE STUDY IN JODHPUR*. *CLEAR International Journal of Research in Commerce & Management*, 9(10). Google Scholar
34. Atkeson, A. 2020. *What will be the economic impact of COVID-19 in the US: Rough estimates of disease scenarios*. National Bureau of Economic Research, 26867.
35. Owan, V. J., Bassey, B. A., Friday Mbon, U., Okon, A. E., Ene, E. O., Ekaette, S. O., ... & Owan, M. V. (2020). *Validation of an instrument and measurement of employee work-life policies, psychological Empowerment, and job commitment of academic staff in universities*. *Mediterranean Journal of Social Sciences*, 11(2). Google Scholar
36. AFŞAR, Selda Taşdemir. "Impact of the quality of work-life on organizational commitment: a comparative study on academicians working for state and foundation." *ISGUC The Journal of Industrial Relations and Human Resources* 17, no. 2 (2015): 45-75. .Google Scholar
37. Khalid, K. (2020). *The Impact of Managerial Support on the Association between Pay Satisfaction, Continuance and Affective Commitment, and Employee Task Performance*. *SAGE Open*, 1-13.



38. Drew, E., & Murtagh, E. M. (2005). *Work life balance: senior management champions or laggards?* *Women in Management Review*, 20 (4), 262-278.
39. Shiffer, Dana, Maura Minonzio, Franca Dipaola, Mattia Bertola, Antonio Roberto Zamuner, Laura Adelaide Dalla Vecchia, Monica Solbiati, Giorgio Costantino, Raffaello Furlan, and Franca Barbic. "Effects of clockwise and counterclockwise job shift work rotation on sleep and work-life balance on hospital nurses." *International journal of environmental research and public health* 15, no. 9 (2018): 2038. Google Scholar
40. Kofodimos, J. *Interpreting Lessons Learned: A Comment on Paula Caproni's Journey into Balance.* *J. Appl. Behav. Sci.* 1997, 33, 57-63