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## A study on hybrid work model: An approach to work-life balance in a changing environment

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### Abstract

This study examines the impact of hybrid work model - an approach to work life balance in a changing environment. Using a mixed methods approach, the study investigates the effect of hybrid work arrangements on various dimensions of employee well-being, including stress levels, work life balance and job satisfaction.

In addition, the study explores the relationship between hybrid work models and employees value time flexibility, employee engagement, considering factors such as communication patterns, collaboration dynamics, and managerial support. The findings throw highlight on the inferences of hybrid work for organizational practices and offer recommendations for enhancing employee well-being and engagement in hybrid work atmosphere. It is crucial to recognise employees' needs in terms of working time and place because only workplaces that are reflected for employees and show organizational resiliency can survive and maintain competitiveness in the future.

**Keywords:** Hybrid work model, flexibility, employee well-being, employee engagement, work-life balance, job satisfaction

### Introduction

The global disruption induced by the COVID-19 pandemic necessitated a critical re-evaluation of traditional work structures, prompting organizations to adopt more flexible and adaptive models. In response to this shift, the hybrid work model—characterized by a combination of remote and in-office work—has emerged as a prominent and sustainable long-term strategy within the evolving organizational landscape.

This study examines the hybrid work model's efficacy in enhancing work-life balance while concurrently sustaining employee productivity and fostering organizational cohesion. By exploring its capacity to address the complex dynamics of individual well-being and collective performance, the research seeks to offer valuable insights into the model's viability as a strategic response to the demands of an increasingly dynamic work environment.

In recent years, the global workplace has experienced a significant shift, largely due to technological advancements and the more recent impact of the COVID-19 pandemic. These changes have paved the way for the rapid rise of the hybrid work model, which combines both remote and in-office work arrangements (Choudhury, Foroughi, & Larson, 2021) <sup>[3]</sup>. As this model continues to evolve, it has not only transformed organizational structures but also deeply affected employees' personal lives, especially in terms of their ability to achieve a work-life balance.

Work-life balance has long been linked to employee well-being, job satisfaction, productivity, and mental health (Greenhaus & Allen, 2011) <sup>[12]</sup>. Traditional work models often blurred boundaries between work and personal life. However, the hybrid work model offers a solution by giving employees more control over their schedules and environments, helping integrate both aspects more effectively (Bloom *et al.*, 2015) <sup>[2]</sup>.

The shift to hybrid work is growing across industries, offering benefits like improved well-being, retention, engagement, and efficiency (Gartner, 2021) <sup>[14]</sup>. However, it also presents challenges, such as blurred boundaries, digital fatigue, and difficulties in maintaining team cohesion and culture (Waizenegger *et al.*, 2020) <sup>[6]</sup>.

This study explores the impact of the hybrid work model on employees' work-life balance amid ongoing organizational and societal changes. As the workforce evolves, understanding the effects of hybrid work on employee well-being and organizational dynamics is crucial.

By examining employee experiences, policies, and research, the study aims to enhance knowledge on optimizing hybrid work for sustainable work-life integration.

### **Purpose**

The purpose of this research paper is to explore how hybrid work models impact work-life balance, examining employee satisfaction, productivity, and the role of technology. It aims to identify the benefits and challenges of hybrid work for both employees and employers and provide recommendations for optimizing work-life balance in a changing work environment.

### **Literature Review**

The adoption of hybrid work models, combining remote and in-office work, has become a key organizational shift, driven by global disruptions like COVID-19. This change highlights a greater focus on flexibility, employee well-being, and work-life balance.

The hybrid work model is a flexible arrangement in which employees alternate between working remotely and working from a centralized office location (Gartner, 2021) <sup>[14]</sup>. This model seeks to integrate the advantages of both remote and in-office work, with the objective of enhancing productivity, fostering collaboration, and promoting employee well-being (Wang *et al.*, 2021) <sup>[7]</sup>.

### **Conceptualization of the Hybrid Work Model**

Hybrid work refers to a flexible model where employees split their time between working remotely and from a central workplace (Gartner, 2021) <sup>[5]</sup>. It aims to combine the benefits of both remote and in-office work—enhancing productivity, collaboration, and well-being (Wang *et al.*, 2021) <sup>[7]</sup>.

### **The Development of Workplace Flexibility Over Time**

Flexible work arrangements have been in existence for several decades, but the COVID-19 pandemic significantly accelerated their widespread adoption. Studies conducted by McKinsey (2021) <sup>[15]</sup> and Gartner (2022) <sup>[16]</sup> demonstrate a notable increase in both job satisfaction and employee retention within hybrid work environments.

### **The concept of work-life balance within the context of the hybrid work model**

Hybrid work arrangements have redefined work-life balance, offering benefits like reduced commuting and more personal time, but also blurring boundaries between work and life (Derks & Bakker, 2014) <sup>[17]</sup>. Effective flexibility depends on organizational support and individual boundary management (Kossek *et al.*, 2012) <sup>[18]</sup>. Moreover, Chung *et al.* (2021) <sup>[8]</sup> found that the impact of hybrid work on balance varies based on factors such as gender, caregiving duties, and job roles.

### **Adapting to an Evolving Environment**

The hybrid work model has evolved due to digital transformation, changing employee expectations, and socio-economic shifts. According to Deloitte (2021), it should be seen as a long-term change, requiring ongoing adaptation and feedback systems.

### **The Significance of Achieving a Healthy Work-Life Balance**

Work-life balance is the ability to manage personal and professional responsibilities without negative impacts, such as burnout or stress. This study found that 84.4% of respondents viewed the hybrid work model as effective in improving job performance, work-life balance, and overall experience. The results highlight the importance of communication in hybrid teams, the value of remote tools, and the need for in-person interactions (Santillan *et al.*, 2023) <sup>[20]</sup>.

### **A Strategic Approach to Work-Life Flexibility: Navigating Change Through the Hybrid Work Model**

This paper explores the evolution of hybrid work models, emphasizing the need for flexibility in time and location. According to Krajčák, Alshatti Schmidt, and Baráth (2023) <sup>[21]</sup>, hybrid work can benefit both employees and employers but also presents challenges due to the unique aspects of remote and on-site work.

### **Assessing the Effectiveness of Hybrid Work in Promoting Work-Life Balance and Employee Productivity**

This research explores how hybrid working enhances work-life balance, with Pardomuan Pardosi (2024) <sup>[22]</sup> noting its positive impact on productivity and employee performance.

### **Crafting Sustainable Success in Hybrid Work Practices - Quality of Work Life and Mediating Effects of Job Satisfaction & Leadership Support**

This study examines the sustainability of hybrid work models by analyzing the role of leadership support and job satisfaction as mediators in the relationship between quality of work life and work-life balance. Rekha Sharma and Ankita Aggarwal (2024) <sup>[23]</sup> highlights those employees strongly preferred the hybrid work model over the traditional work setting.

### **Work Hybrid, Work-Life Balance, Work Engagement, and Employee Performance**

This article explores how hybrid work arrangements can promote effectiveness, work engagement, work-life balance, and health among employees. According to Ingela Enga (2024), This emphasizes the importance of perceived autonomy and flexible working hours in enhancing health and well-being in today's working life.

### **Employee Performance and Engagement in the Era of Hybrid Work**

The study explores how hybrid work models influence employee performance and engagement among Generation Z employees in Indonesia. The study reveals that Generation Z employees are more receptive to hybrid work arrangements, valuing work-life balance and the flexibility they offer. These factors contribute to improved job satisfaction, increased motivation, and higher productivity levels. The research emphasizes the importance of adopting hybrid work models to attract and retain top talent from the Gen Z workforce. Dede Dwi Angreni & Luh Putu Mahyuni (2024) highlights that organizations should consider

implementing flexible work arrangements to foster a more engaged and productive workforce.

### Research Methodology

This study uses a Systematic Literature Review (SLR) to analyze existing research on how hybrid working arrangements impact employee productivity and work-life balance. The SLR involves a thorough search of academic databases like Google Scholar, JSTOR, and ScienceDirect to gather relevant studies, aiming to offer a comprehensive understanding of these effects (Utami, VH, 2023) <sup>[26]</sup>.

The selected articles meet strict relevance criteria, focusing on recent research directly related to the topic and upholding academic quality standards. A systematic literature review (SLR) is used to minimize bias and ensure reliable conclusions. Each article is carefully analyzed to identify key findings on the impact of hybrid work on employee productivity and work-life balance, aiming to provide a comprehensive understanding of its implications in human resource management.

### Augmented flexibility and enhanced time management

The flexibility in hybrid work models boosts productivity by allowing employees to set personalized schedules and work during their peak performance times, such as handling focused tasks in the morning and collaborating in the afternoon (Masrur & Manafe, 2024) <sup>[28]</sup>. Remote work also eliminates long commutes, giving employees more time for both work and personal well-being, which enhances productivity and job satisfaction (Bloom *et al.*, 2015; Choudhury, Foroughi, & Larson, 2020) <sup>[2, 30]</sup>.

### Improved Concentration and Diminished Distractions

Remote and hybrid work reduce distractions like unplanned meetings and noise common in traditional offices, boosting focus and productivity (Jahnke *et al.*, 2017) <sup>[33]</sup>. Remote setups let employees customize their workspaces, promoting concentration (Choudhury *et al.*, 2020) <sup>[31]</sup>. Flexible arrangements also lower stress and cognitive load, improving performance when managed well (Gajendran & Harrison, 2007; Latifahsari, P., 2023) <sup>[32, 34]</sup>.

### Challenges in Sustaining Self-Discipline and Adhering to Time Constraints in Hybrid Work Environments

The hybrid work model offers flexibility but also challenges self-discipline and work-life boundaries. Without clear separation between work and home spaces, employees may struggle to switch off, leading to late nights or weekend work. This can harm quality of life, increase stress, and reduce productivity due to burnout. Establishing clear boundaries and a structured schedule is essential for maintaining work-life balance and well-being (Salsabila, 2022; Gartner, 2023; Allen *et al.*, 2021) <sup>[35, 37, 38]</sup>.

### The Influence of Hybrid Work Arrangements on Work-Life Balance

Hybrid work, combining office and remote setups, improves work-life balance and productivity (Anisah, 2024) <sup>[39]</sup>, but can lead to longer hours and mental fatigue (The Economist, 2023). Reduced in-person interaction may harm team cohesion and increase burnout (Choudhury *et al.*, 2021; Shockley & Allen, 2012; Asmawati, 2024) <sup>[3, 12]</sup>. Success requires clear policies, effective time management, the right tools, and strong communication, with HR balancing

flexibility and structure to support productivity.

### Results and Discussion

Hybrid work offers flexibility and work-life balance, but its success requires intentional organizational strategies and inclusive leadership (Choudhury, Foroughi, & Larson, 2021; Waizenegger *et al.*, 2020) <sup>[3, 6]</sup>. Prioritizing employee well-being and investing in digital infrastructure, upskilling, and inclusive policies are essential for supporting this evolving work model (OECD, 2021) <sup>[49]</sup>.

Hybrid work offers a chance to reshape workplace culture, focusing on productivity and outcomes rather than presenteeism. It encourages a shift from time-based to goal-oriented performance metrics (Gallacher & Hossain, 2020) <sup>[48]</sup>. Research by Mukhtar *et al.* (2024) <sup>[36]</sup> highlights that hybrid work boosts employee productivity through flexibility, leading to greater autonomy, motivation, and efficiency. However, challenges like performance monitoring, team cohesion, and alignment on goals persist. The success of hybrid work depends on its implementation and the support provided for managing remote and in-office responsibilities (Felstead & Reuschke, 2020) <sup>[47]</sup>. A strategic, employee-centered approach is key to its full potential.

This study highlights that hybrid work arrangements can positively impact employee productivity by enhancing flexibility, which boosts motivation, engagement, and time management while reducing stress. The proposed model examines the relationship between hybrid environments, work engagement, job performance, and well-being, emphasizing work engagement as a key mediator. While hybrid work alone may not directly increase job satisfaction, fostering engagement within this model can lead to improved happiness and sustainable productivity. The framework offers organizations strategies to balance remote and in-person work, ultimately driving better outcomes.

### Conclusion

Well-planned hybrid work models can improve work-life balance, boosting productivity and job satisfaction. Their success relies on strong digital infrastructure, supportive leadership, and a culture of trust. Flexibility in location and hours enhances autonomy and reduces commute time, but a clear organizational structure is crucial for performance management. Future research should explore the long-term effects of hybrid work across industries. When done right, hybrid work offers a sustainable, resilient approach that supports employee well-being.

Policies prioritizing employee well-being, like mental health support and clear work-life boundaries, are key to engagement and motivation. Providing time and project management tools, along with regular assessments of hybrid work policies, ensures balance and productivity. A successful hybrid model depends on balancing employee autonomy, organizational structure, and well-being support to boost both satisfaction and overall effectiveness.

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