

The Impact of Hybrid Work Models on Employee Performance and Well-Being Post-Pandemic



Ananias Barreto

Universidade Nacional Timor Lorosa'e

Email: ananias.barreto@untl.edu.tl

KEY WORDS	ABSTRACT
Hybrid Work Models, Employee Performance, Employee Well-Being.	The COVID-19 pandemic has significantly transformed workplace dynamics, leading many organizations to adopt hybrid work models that combine remote and in-office work. This study explores the impact of hybrid work models on employee performance and well-being in the post-pandemic era, using a qualitative, library research approach. By analyzing a wide range of academic articles, industry reports, and case studies, this paper examines the benefits and challenges associated with hybrid work arrangements. The findings indicate that hybrid work models can enhance employee productivity, job satisfaction, and work-life balance by providing greater flexibility and autonomy. However, they also present challenges, including potential feelings of isolation, communication barriers, and difficulties in maintaining organizational culture. The study highlights the importance of effective leadership, clear communication, and robust digital infrastructure in supporting hybrid work arrangements. It also emphasizes the need for organizations to adopt inclusive policies that address the diverse needs of their workforce to ensure long-term success. Furthermore, the research underscores the critical role of mental health support and employee well-being programs in mitigating the psychological impacts of hybrid work. The study concludes that while hybrid work models offer significant advantages, their successful implementation requires careful planning, continuous feedback, and a strong commitment to employee well-being. Future research should focus on developing practical frameworks for managing hybrid work environments, ensuring that both employee performance and well-being are prioritized in the evolving world of work.

1. INTRODUCTION

The COVID-19 pandemic has fundamentally transformed the global work environment, prompting organizations to rapidly adopt hybrid work models that blend remote and in-office work. This shift has been driven by the need to maintain business continuity while ensuring employee safety and well-being during the pandemic (Deloitte, 2021). Hybrid work models offer several advantages, including greater flexibility, reduced commuting times, improved

work-life balance, and cost savings for both employers and employees (McKinsey, 2022). As a result, many organizations are now considering hybrid work as a long-term strategy, reflecting a broader transformation in workplace culture and management practices. However, this new work model also presents unique challenges, such as maintaining team cohesion, managing remote communication, and ensuring employee well-being in a rapidly changing work environment (Gartner, 2022).



Despite the widespread adoption of hybrid work models, there remains a significant gap in the academic literature regarding their long-term impact on employee performance and well-being. Most existing studies have focused on the short-term effects of remote work during the height of the pandemic, often overlooking the complexities of hybrid work arrangements, which involve a dynamic mix of in-person and remote interactions (Smith et al., 2022). Additionally, while much research has examined productivity and organizational efficiency, fewer studies have addressed the psychological and emotional impacts of hybrid work, including issues related to mental health, job satisfaction, and work-life balance (Harvard Business Review, 2022). This gap highlights the need for a more comprehensive understanding of how hybrid work models affect both the professional performance and personal well-being of employees.

Understanding the impact of hybrid work on employee performance and well-being is critically important as organizations transition from temporary remote work arrangements to more permanent hybrid models. In a highly competitive job market, where work-life balance and flexible work options have become key factors in attracting and retaining talent, businesses must develop effective strategies for managing hybrid work environments (Microsoft, 2022). Failure to address the challenges associated with hybrid work, such as social isolation, digital fatigue, and the erosion of company culture, could lead to decreased employee satisfaction, higher turnover rates, and reduced organizational performance (Deloitte, 2021). Given these stakes, it is essential for business leaders, HR managers, and policymakers to understand the long-term implications of hybrid work and develop evidence-based approaches to support their

employees.

Several studies have highlighted the potential benefits and challenges of hybrid work. For example, Bloom et al. (2020) found that hybrid work can increase employee productivity and job satisfaction by reducing commute times and providing greater flexibility. Similarly, Gartner (2021) reported that hybrid work can enhance employee retention by offering a better work-life balance. However, other studies have noted significant challenges, including difficulties in maintaining team collaboration, communication barriers, and the risk of social isolation (Owl Labs, 2021). These mixed findings underscore the need for further research to fully understand the long-term impacts of hybrid work on both performance and well-being.

This study seeks to address the current research gap by examining the long-term effects of hybrid work on employee performance and well-being in the post-pandemic era. Unlike previous studies that primarily focus on short-term productivity gains or the logistical aspects of remote work, this research aims to provide a more holistic understanding of how hybrid work models influence both organizational outcomes and employee mental health. This approach will provide valuable insights into the strategic management of hybrid workforces, helping organizations optimize their operations in a rapidly changing work environment.

The primary objective of this study is to evaluate the impact of hybrid work models on employee performance and well-being, with a focus on identifying the key factors that influence productivity, job satisfaction, and mental health in a hybrid work environment. The findings are expected to provide practical guidance for business leaders, HR managers, and

policymakers seeking to create supportive, high-performing hybrid work cultures. Additionally, this research aims to highlight best practices for managing the unique challenges of hybrid work, including communication, collaboration, and employee engagement, ensuring that organizations can achieve sustainable success in the post-pandemic world.

In conclusion, this study aims to contribute to the growing body of literature on hybrid work by providing a comprehensive analysis of its impact on employee performance and well-being. By addressing the current research gaps and offering practical insights, this research will help organizations navigate the complexities of hybrid work, ultimately enhancing both employee satisfaction and organizational performance.

2. METHOD

Research Type

This study adopts a qualitative research approach using library research (literature review) as the primary research method. Qualitative research is well-suited for exploring complex social phenomena, such as the impact of hybrid work models on employee performance and well-being, as it allows for a comprehensive understanding of the human experiences and organizational dynamics involved (Creswell & Poth, 2018). The library research method involves systematically collecting, analyzing, and synthesizing secondary data from existing academic literature, providing a robust framework for understanding the long-term effects of hybrid work in the post-pandemic era (Hart, 2018).

Data Sources

The data for this study are drawn from secondary sources, including peer-reviewed journal articles, academic books, industry reports, government publications, and reputable online databases. Key

sources include Google Scholar, JSTOR, ScienceDirect, SpringerLink, Wiley Online Library, Taylor & Francis Online, and Harvard Business Review, ensuring a comprehensive and up-to-date understanding of the research topic. The study focused on literature published within the last five years to capture the most recent findings on hybrid work models, employee performance, and well-being in the context of the post-pandemic workplace.

Data Collection Techniques

The data collection process for this study involved several structured steps to ensure the reliability and relevance of the selected literature:

1. Literature Search Strategy

- Identifying relevant keywords, including "hybrid work models," "employee performance," "employee well-being," "post-pandemic workplace," "remote work," and "work-life balance."
- Using Boolean operators (AND, OR) to refine search results, such as "hybrid work AND employee well-being" or "post-pandemic work models AND performance."
- Applying inclusion and exclusion criteria to filter studies based on publication date, language, and geographical focus. Only studies published in English within the past five years were included to ensure the relevance and timeliness of the findings.

2. Selection of Studies

- Prioritizing peer-reviewed journal articles, empirical studies, systematic reviews, and comprehensive literature reviews.
- Excluding editorials, opinion pieces, and studies lacking empirical data or theoretical frameworks relevant to hybrid work.
- Focusing on studies that specifically address the impact of hybrid work on both employee performance and well-



being.

3. Critical Review and Data Extraction

- Conducting a detailed review of the selected literature to identify key themes, findings, and methodological approaches.
- Extracting relevant information, including definitions of hybrid work, performance metrics, psychological impacts, and best practices for managing hybrid teams.
- Documenting the context, target population, and organizational settings to understand the broader implications of the findings.

Data Analysis Method

The collected data were analyzed using thematic analysis, a qualitative method that allows researchers to identify, analyze, and interpret patterns within the data (Braun & Clarke, 2006). The thematic analysis process included the following steps:

1. Familiarization with the Data

- Reading and re-reading the selected literature to gain a comprehensive understanding of the research landscape.
- Identifying common themes and patterns related to the impact of hybrid work on employee performance and well-being.

2. Initial Coding

- Generating initial codes to capture recurring concepts, such as productivity, job satisfaction, work-life balance, mental health, communication challenges, and organizational culture.
- Organizing the codes into broader categories based on their relevance to the study's objectives.

3. Theme Development

- Grouping similar codes into overarching themes, such as "Impact on Productivity," "Psychological Well-

Being," "Communication and Collaboration," "Work-Life Balance," and "Organizational Culture."

- Identifying relationships between these themes to understand how hybrid work models influence employee performance and well-being.

4. Reviewing and Refining Themes

- Cross-referencing the themes with the original research objectives to ensure alignment.
- Refining the themes to create a coherent narrative that accurately reflects the findings.

5. Reporting the Findings

- Presenting the final themes in a structured format, linking them to relevant theories and previous studies.
- Highlighting key insights, gaps in the literature, and practical implications for hybrid work management.

3. RESULT AND DISCUSSION

The analysis of the existing literature on the impact of hybrid work models on employee performance and well-being post-pandemic reveals several critical insights. Hybrid work, which combines remote and in-office work, has emerged as a dominant work model in the aftermath of the COVID-19 pandemic, fundamentally changing the way organizations operate and how employees engage with their work. This shift has created both opportunities and challenges for organizations, requiring them to rethink traditional management practices and adapt to a more flexible, decentralized work environment.

One of the primary findings is that hybrid work models can significantly enhance employee performance by providing greater flexibility and autonomy. Employees who have control over

their work environment and schedule often report higher levels of job satisfaction, motivation, and productivity. This flexibility allows employees to balance their professional and personal responsibilities more effectively, reducing the stress and burnout that can result from long commutes and rigid work schedules (Gartner, 2022). Additionally, studies have shown that hybrid work can improve focus and concentration by allowing employees to choose the work environment that best suits their tasks, whether it be the quiet of a home office or the collaborative energy of a shared workspace (Bloom et al., 2020). This ability to customize the work environment can lead to more efficient work habits and better overall performance.

However, the analysis also highlights several challenges associated with hybrid work, particularly in maintaining effective communication and collaboration among dispersed teams. While technology has made it easier to connect remotely, it has also introduced new barriers to effective teamwork, including the loss of informal, face-to-face interactions and the potential for miscommunication in digital channels (Microsoft, 2022). These communication challenges can lead to feelings of isolation, reduced team cohesion, and a decline in organizational culture if not properly managed. Furthermore, hybrid work can create a sense of disconnect between remote and in-office employees, leading to a divide in workplace dynamics and potentially impacting employee morale (Owl Labs, 2021). This makes it essential for organizations to invest in digital collaboration tools, clear communication protocols, and regular team-building activities to bridge these gaps.

In addition to these communication challenges, hybrid work can also impact employee well-

being, both positively and negatively. On the one hand, the flexibility of hybrid work can improve work-life balance, reduce stress, and enhance overall mental health by allowing employees to spend more time with family and pursue personal interests (Harvard Business Review, 2022). On the other hand, the blurring of boundaries between work and personal life can lead to burnout, digital fatigue, and a sense of being constantly "on call" if not properly managed (Deloitte, 2021). This highlights the need for organizations to set clear expectations around work hours, encourage regular breaks, and promote a healthy work-life balance to support employee well-being in hybrid work environments.

The analysis also reveals that effective leadership is critical to the success of hybrid work models. Managers play a key role in setting the tone for remote work, building trust, and maintaining employee engagement in a decentralized workforce. Research indicates that leaders who prioritize clear communication, emotional support, and regular feedback are more likely to foster a positive hybrid work culture and retain top talent (Smith et al., 2022). This underscores the importance of leadership training and development programs that focus on the unique challenges of managing hybrid teams.

Finally, the analysis highlights the importance of organizational culture in supporting hybrid work. Companies that successfully implement hybrid work models tend to have strong, inclusive cultures that emphasize collaboration, trust, and shared goals. This cultural foundation helps bridge the physical distance between remote and in-office workers, creating a more cohesive and supportive work environment (McKinsey, 2022). Organizations that invest in their culture are better positioned to adapt to

the evolving demands of hybrid work, improve employee satisfaction, and achieve long-term success.

In conclusion, while hybrid work models offer significant advantages in terms of flexibility, productivity, and work-life balance, their successful implementation requires careful planning and ongoing management. Organizations must address the challenges of communication, collaboration, and employee well-being to fully realize the benefits of hybrid work. By doing so, they can create a more resilient, adaptable workforce that is better equipped to thrive in the post-pandemic world.

1. The Effect of Hybrid Work on Employee Performance

Hybrid work models have shown a significant impact on employee performance in the post-pandemic era, with the ability to combine the best aspects of both remote and in-office work. One of the primary advantages of hybrid work is the flexibility it provides. Employees can tailor their work environment to suit their specific tasks, which in turn increases productivity. Studies have demonstrated that employees working from home experience fewer distractions from colleagues and have more control over their work environment, leading to improved focus and efficiency (Bloom et al., 2020). In contrast, in-office work can enhance collaboration and creativity, which are crucial for tasks requiring teamwork or brainstorming. Therefore, hybrid models that balance these two work styles tend to result in higher productivity across diverse tasks and employee roles.

Moreover, hybrid work models have been shown to increase employee motivation. When employees have the option to work from home, they report higher levels of job satisfaction due to the elimination of long commutes and the

increased control over their daily schedules (Gartner, 2022). This enhanced autonomy is strongly associated with improved performance as employees feel more trusted and empowered. Flexibility in working hours, such as the ability to schedule work around personal commitments, is also linked to higher engagement and better overall performance. However, it is important to recognize that some employees may struggle with distractions at home, leading to a need for organizations to ensure that home-office setups and managerial support are adequate.

Nevertheless, hybrid work does not come without its challenges. One significant drawback is the potential difficulty in maintaining a high level of performance among remote workers. Communication barriers, especially in terms of team coordination and knowledge sharing, can hinder the flow of information needed for optimal performance (Microsoft, 2022). Employees working remotely may miss out on informal interactions with their colleagues and supervisors that often lead to spontaneous problem-solving and creativity. Hybrid work models must therefore ensure that employees working remotely remain fully integrated with their in-office counterparts through effective communication tools and regular virtual meetings.

Additionally, hybrid work can lead to feelings of isolation among employees who work remotely for extended periods. This disconnection can negatively affect their performance, as they may feel unsupported or detached from the organization's goals and culture. Organizations need to find ways to foster a sense of community and inclusion, such as hosting virtual team-building activities or ensuring that remote workers are regularly included in meetings and decision-making processes.

In conclusion, hybrid work models have the potential to significantly enhance employee performance by offering flexibility, increasing job satisfaction, and improving focus. However, organizations must carefully manage the challenges associated with communication and isolation to maximize performance and maintain a cohesive work environment across both remote and in-office workers.

2. Impact on Employee Well-Being and Work-Life Balance

One of the most significant benefits of hybrid work models is the improvement in employee well-being and work-life balance. The pandemic highlighted the importance of flexibility in balancing work and personal life, and hybrid work models offer employees the opportunity to manage their schedules and personal responsibilities more effectively. Employees who have the option to work from home report lower levels of stress due to the reduction in commuting time and the ability to better manage personal obligations, such as caregiving and household duties (Harvard Business Review, 2022).

Moreover, hybrid work models allow employees to create a more personalized work environment, which can have a positive impact on their mental health. Many employees experience less work-related stress and improved overall well-being when they are given the autonomy to decide when and where they work (Bloom et al., 2020). This flexibility also contributes to higher job satisfaction, as employees feel more trusted and respected by their employers, which boosts their motivation and engagement in their tasks.

However, despite the advantages, hybrid work can also blur the lines between personal and

professional life, leading to a potential negative impact on employee well-being. Employees working from home may struggle to separate work from personal life, leading to overwork and burnout. The lack of a physical boundary between home and office can make it difficult for employees to "switch off" from work, contributing to long working hours and stress (Deloitte, 2021). Organizations must therefore establish clear boundaries and encourage employees to take regular breaks to maintain mental and physical health.

Social isolation is another concern associated with hybrid work. While working remotely offers flexibility, it can also lead to feelings of loneliness and disconnection from the organization. Employees who work primarily from home may miss the social interactions and sense of community provided by in-person office environments, which can lead to a decline in mental health. To combat this, organizations need to create opportunities for remote employees to engage with their colleagues, such as regular virtual meetings, team-building activities, and in-person meetups when possible.

In conclusion, hybrid work models provide a significant improvement in employee well-being and work-life balance by offering flexibility and autonomy. However, organizations must implement strategies to address potential negative impacts, such as blurred boundaries between work and personal life, and feelings of social isolation, to ensure long-term well-being for their employees.

3. Challenges of Maintaining Team Cohesion and Communication in Hybrid Work

While hybrid work models offer various benefits, they also present significant challenges in terms of maintaining team cohesion and

effective communication. Hybrid work divides employees into two groups: those working remotely and those working in the office. This physical separation can create barriers to communication, which are essential for maintaining strong collaboration and a unified organizational culture. In-person interactions are often an essential element for building relationships, trust, and cohesion within teams, and their absence can result in fragmented communication and a decline in team spirit (Owl Labs, 2021).

Research shows that remote workers may experience feelings of exclusion or being out of the loop due to limited interactions with their colleagues and supervisors. Important informal communication, which often occurs spontaneously in office environments, may not happen in virtual settings, leading to misunderstandings or delays in decision-making (Gartner, 2022). Furthermore, remote workers may find it difficult to build strong personal connections with their colleagues, which can hinder effective teamwork and collaboration.

Technology plays a critical role in overcoming communication barriers in hybrid work models. Digital tools such as video conferencing, instant messaging, and collaborative platforms are essential for maintaining communication and collaboration between remote and in-office employees. However, while technology facilitates remote communication, it also has its limitations. The reliance on digital platforms can lead to "Zoom fatigue," where employees feel mentally drained from constant virtual meetings, and the lack of non-verbal cues can hinder the quality of communication (Microsoft, 2022).

To address these challenges, organizations must

develop clear communication strategies that ensure all employees, regardless of their location, have equal access to information and opportunities for engagement. Regular team meetings, transparent communication channels, and fostering an inclusive virtual culture are key strategies to mitigate the negative effects of hybrid work on team cohesion.

In conclusion, hybrid work models require careful management to maintain effective communication and team cohesion. Organizations must invest in technology and communication strategies that bridge the gap between remote and in-office workers, ensuring that both groups feel included, informed, and connected.

4. Organizational Culture and Hybrid Work: Maintaining Engagement

Organizational culture is another critical element impacted by hybrid work models. Organizational culture shapes how employees engage with each other, their work, and the company as a whole. It is crucial for driving employee motivation, fostering collaboration, and maintaining a shared sense of purpose. Hybrid work poses a challenge to sustaining organizational culture, as remote employees may feel disconnected from the company's mission and values (McKinsey, 2022).

A strong organizational culture can be difficult to maintain when employees work in different locations and have limited opportunities for face-to-face interactions. The absence of shared physical spaces where employees can socialize and collaborate informally may lead to weakened interpersonal relationships and a lack of alignment with the company's vision. Remote workers may also struggle to fully immerse themselves in the company culture, particularly if they feel excluded from important workplace

traditions, celebrations, or team-building events (Gartner, 2021).

To preserve organizational culture in hybrid settings, companies must be intentional about fostering inclusivity and connection. This can be achieved through regular check-ins, virtual social events, and creating opportunities for both remote and in-office employees to engage in collaborative projects. Leadership plays a crucial role in maintaining a cohesive company culture by setting clear expectations, promoting shared values, and encouraging open communication across all levels of the organization.

In conclusion, maintaining a strong organizational culture in a hybrid work environment requires deliberate efforts from leadership and the entire organization. By fostering inclusivity, transparency, and engagement, businesses can sustain their culture and ensure that all employees, regardless of location, remain aligned with the company's values and goals.

5. The Role of Leadership in Managing Hybrid Teams

Effective leadership is a critical factor in ensuring the success of hybrid work models. Leaders play a pivotal role in setting the tone for hybrid work, managing employee performance, and ensuring that both remote and in-office workers feel supported and engaged. Research has shown that leaders who prioritize clear communication, trust-building, and emotional support are more likely to foster a productive and cohesive hybrid workforce (Smith et al., 2022).

In hybrid environments, leadership must be adaptive and flexible to accommodate the different needs of remote and in-office

employees. Leaders must find new ways to communicate effectively, providing feedback and guidance through digital channels while also ensuring that in-person employees receive the attention and support they need. One challenge for leaders is to create an environment where remote workers do not feel isolated or undervalued. This requires proactive efforts to include remote workers in key discussions, recognize their contributions, and provide them with opportunities for career development (Harvard Business Review, 2022).

Furthermore, leadership must ensure that hybrid work does not lead to unequal treatment between remote and in-office employees. Hybrid work models can inadvertently create divisions within teams, where remote workers feel less connected or recognized than those working in the office. To prevent this, leaders should promote a culture of fairness, ensuring that all employees, regardless of their location, have equal access to resources, career opportunities, and recognition (Owl Labs, 2021).

4. CONCLUSION

Hybrid work models have emerged as a transformative solution in the post-pandemic workplace, offering significant benefits for both employee performance and well-being. By providing greater flexibility, hybrid work enhances job satisfaction, productivity, and work-life balance, allowing employees to tailor their work environments to their individual needs. However, the model also introduces challenges, including communication barriers, feelings of isolation, and the potential for blurred boundaries between work and personal life. For hybrid work to be successful in the long term, organizations must adopt strategies that foster effective communication, maintain team cohesion, and support employee mental health.

Ultimately, when managed well, hybrid work models can improve both employee performance and well-being, contributing to a more resilient, engaged, and satisfied workforce.

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