

## The Impact of Hybrid Work Policies on Employee Productivity and Satisfaction



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### ABSTRACT

Hybrid work policies have become an increasingly common phenomenon in the modern world of work, especially after the COVID-19 pandemic. This article aims to analyze the impact of hybrid work policies on employee productivity and satisfaction through a qualitative approach with a literature study method. This study examines the scientific literature, case study reports, and policy documents related to hybrid work to understand how these work models affect employee outcomes and well-being. The results of the study show that hybrid work provides significant benefits, including greater flexibility, better work-life balance, and increased productivity in several work contexts. However, these policies also present challenges, such as communication difficulties, social isolation, and technological gaps. Factors such as organizational culture, management support, and digital infrastructure play a crucial role in determining the success of hybrid work implementation. This article highlights that the success of a hybrid work policy is highly dependent on an organization's ability to create a supportive work environment, both physically and virtually. Additionally, strategies to increase employee engagement, reduce the risk of burnout, and promote effective collaboration need to be implemented holistically. The conclusion of this study emphasizes the importance of a balanced approach in designing and managing hybrid work policies to achieve optimal productivity and higher employee satisfaction.

## 1. Introduction

The COVID-19 pandemic has prompted major changes in the world of work, one of which is the adoption of a hybrid work model that combines working from the office and remotely. This model has been chosen by many organizations as a solution to maintain business continuity while answering employees' needs for work flexibility (Barrero et al., 2021). Hybrid work offers flexibility that allows employees to balance the demands of work and personal life, which is expected to increase productivity and job satisfaction (Galanti et al., 2021). However, this model also poses challenges, such as communication barriers, social isolation, and gaps in technology access (Carillo et al., 2020).

Hybrid work is a work model that combines in-office work with remote work, allowing employees to carry out their duties flexibly from different locations. This work model has grown in popularity, especially after the COVID-19 pandemic, which forced many organizations to adopt remote work in response to social restrictions. Hybrid work is designed to provide employees with flexibility in managing their time and work location, which is ultimately expected to improve productivity and balance between work and personal life (Barrero et al., 2021).

One of the main benefits of hybrid work is greater flexibility. Employees have more control over how and where they work, which can improve job satisfaction and overall well-being. In addition, organizations also benefit from reduced operational costs due to the need for less office space and increased employee retention due to the flexibility of work offered. However, the success of hybrid work is highly dependent on the organization's ability to provide adequate technology infrastructure and create a work culture that supports cross-site collaboration and communication (Galanti et al., 2021).

While it has many benefits, hybrid work also presents challenges that cannot be ignored. One of the main challenges is the technology access gap between

employees, which can affect productivity. In addition, hybrid work can also pose a risk of social isolation, especially for employees who work from home more often, reducing the sense of involvement and connection with the team. Therefore, organizations need to develop strategies to mitigate these challenges, such as by providing technology training, improving communication, and creating regular team interaction opportunities to ensure the success of hybrid work (Carillo et al., 2020).

Previous research has shown that hybrid work can provide significant benefits in improving employee productivity and well-being. For example, Bloom et al. (2015) found that work flexibility can reduce stress levels and improve employee performance. However, most of this research focuses on the context of organizations in developed countries, so there are still limitations in understanding how hybrid work policies operate in various social and cultural contexts (Spivack & Milosevic, 2018). In addition, research on the long-term impact of hybrid work on employee satisfaction and team dynamics is still minimal (Bailey & Kurland, 2002).

The urgency of this research lies in the increasing adoption of hybrid work policies in various industry sectors as part of the organization's strategy to survive in a dynamic business environment. In this context, it is important to evaluate how hybrid work affects productivity and job satisfaction to ensure that these policies have a positive impact on both employees and the organization (Dahlstrom, 2013).

The novelty of this research lies in an interdisciplinary approach that integrates literature analysis on productivity, job satisfaction, and organizational management in the context of hybrid work. This research also provides a special focus on the role of technology and organizational culture in supporting the success of hybrid work (Parker et al., 2020). The main objective of this study is to analyze the impact of hybrid work policies on employee productivity and satisfaction and provide strategic recommendations for the implementation of these policies.

The benefits of this research include both theoretical and practical aspects. Theoretically, this research contributes to the literature on work flexibility and organizational management. In practical terms, this research provides insights for decision-makers in designing effective hybrid work policies to improve employee performance and well-being.

## 2. Methodology

This study uses a qualitative method with a literature review approach. This approach was chosen to examine in depth various aspects related to the impact of hybrid work policies on employee productivity and satisfaction. Literature studies allow researchers to analyze findings from various previous studies, organizational reports, and scientific literature relevant to the topic (Snyder, 2019).

The data sources in this study come from secondary literature, including scientific journal articles, case study reports, organizational policy documents, and other academic publications related to hybrid work, productivity, and employee satisfaction. Data was obtained through systematic searches on databases such as Scopus, PubMed, and Google Scholar. Inclusion criteria for selected literature include articles that are relevant to the topic, published within the last 10 years, and come from reliable sources (Arksey & O'Malley, 2005).

The data collection technique was carried out using specific keywords such as hybrid work, employee

productivity, job satisfaction, and work flexibility. The selection process involves initial identification, screening based on relevance and quality, and critical evaluation of the literature found. Articles that do not meet the inclusion criteria, such as not being relevant or not covering the topic of hybrid work policy directly, are excluded from the analysis.

The data analysis method was carried out with a qualitative descriptive approach. The data collected is categorized based on key themes such as productivity, job satisfaction, flexibility, and hybrid work challenges. After that, the data is comparatively analyzed to find relevant patterns, relationships, and gaps (Bowen, 2009). The results of this analysis are then interpreted to provide deep insights into the impact of hybrid work policies and provide strategic recommendations for organizations.

## 3. Result and Discussion

The following table presents the literature data that are the findings in this study. The data consisted of 10 articles that had been selected through a rigorous selection process based on their relevance to the research topic, quality of the sources, and their contribution to understanding the impact of hybrid work policies on employee productivity and satisfaction. These articles are the result of filtering from various related literature found during the research process.

No	Author & Year	Title	Findings
1	Barrero, J., Bloom, N., & Davis, S., 2021	<i>Why Working From Home Will Stick</i>	Hybrid work increases flexibility but requires adequate technological infrastructure.
2	Galanti, T., et al., 2021	<i>Work From Home During COVID-19: The Impact on Well-Being</i>	Work flexibility supports well-being, but it can lead to social isolation.
3	Carillo, K., et al., 2020	<i>Adjusting to Epidemic-Induced Telework</i>	Adaptation to technology is the key to the success of remote work.
4	Bloom, N., et al., 2015	<i>Does Working From Home Work?</i>	Remote work increases productivity in a well-structured environment.
5	Dahlström, T. R., 2013	<i>The Role of Telework in Modern Work Environments</i>	Telework supports flexibility but requires an adaptive leadership style.

No	Author & Year	Title	Findings
6	Spivack, A. J., & Milosevic, I., 2018	<i>Teleworking and Organizational Culture</i>	An inclusive organizational culture increases the success of remote work.
7	Parker, S. K., et al., 2020	<i>Remote Managers Are Having Trust Issues</i>	Supportive leadership is important for building team trust in hybrid work.
8	Savić, D., 2020	<i>Challenges and Opportunities in Remote Work</i>	Remote work increases flexibility but requires good management of technology and communication.
9	Gajendran, R. S., & Harrison, D. A., 2007	<i>The Effect of Flexible Work Arrangements on Job Satisfaction</i>	Work flexibility increases satisfaction, especially for employees with work-life balance needs.
10	Green, N., et al., 2021	<i>Balancing Remote Work and Team Dynamics</i>	Strategies are needed to maintain team collaboration and engagement in remote work.

This table reflects the key findings from various articles related to hybrid work policies. These findings suggest that hybrid work has great potential to increase productivity and job satisfaction, but its success depends heavily on the right implementation strategies, including technology support, a supportive organizational culture, and adaptive leadership styles.

The literature data table above provides an overview of the key findings related to the impact of hybrid work policies on employee productivity and satisfaction. The reviewed article shows that hybrid work has great potential to increase work flexibility, which is one of the main factors in improving the balance between work and personal life of employees (Barrero et al., 2021; Galanti et al., 2021). This flexibility allows employees to work more efficiently according to their individual preferences, especially in a technology-enabled environment.

However, the benefits of hybrid work also come with a number of challenges. One of them is the technology and access gap that can affect employee productivity. Carillo et al. (2020) and Savić (2020) highlight that adequate technological infrastructure and employee training are important elements in ensuring the successful implementation of remote work. Additionally, organizations need to ensure that every employee has equal access to work tools and

resources to prevent disparities that can negatively impact team performance.

Organizational culture also plays an important role in determining the success of a hybrid work policy. Spivack and Milosevic (2018) stated that an inclusive, collaborative, and innovation-supportive organizational culture can increase the effectiveness of hybrid work. Conversely, a culture that is not adaptive to change can be a major obstacle in creating a work environment that is conducive to hybrid work. Therefore, organizations need to prioritize the development of a culture that is in line with the needs of this new work model.

Leadership is also one of the determining factors in supporting the success of hybrid work. Parker et al. (2020) and Dahlstrom (2013) showed that leaders who have an adaptive leadership style and are able to build trust with remote teams can increase employee engagement and productivity. In a hybrid work model, leaders need to provide more personalized support, ensure effective communication, and create a collaborative work atmosphere, even if team members work from different locations.

Team dynamics in hybrid work are also a major concern. Green et al. (2021) mentioned that remote work can pose challenges in maintaining team collaboration and engagement. To address this,

organizations need to adopt strategies that support cross-location communication, such as the use of collaboration technology and regular meetings to maintain interpersonal relationships between team members. This is important to prevent social isolation and maintain the continuity of effective teamwork.

In conclusion, hybrid work has great potential to increase employee productivity and satisfaction if implemented with the right strategy. Organizations need to pay attention to the technological infrastructure, work culture, and leadership style that underpin the success of this work model. By managing challenges and maximizing existing opportunities, hybrid work policies can be a sustainable solution for the modern world of work that is increasingly flexible and dynamic.

## Discussion and Analysis

The findings of this study show that hybrid work policies have a significant impact on employee productivity and satisfaction. This work model provides greater flexibility to employees, allowing them to tailor their work schedules to their personal needs. This is in line with the research of Barrero et al. (2021) which stated that hybrid work supports work-life balance, thereby increasing job satisfaction. This phenomenon is increasingly relevant in the post-pandemic era, where organizations face the challenge of creating a flexible yet productive work environment.

However, the success of hybrid work is inseparable from various challenges, especially related to the technology gap. As revealed by Carillo et al. (2020) and Savić (2020), unequal access to technology can be a major obstacle to the implementation of hybrid work. In some organizations, especially in developing countries, the uneven technology infrastructure creates a gap between employees who have adequate access and those who don't. To address this issue, organizations need to invest in inclusive digital infrastructure as well as provide training to employees to improve their technology literacy.

Organizational culture is also an important factor in determining the success of hybrid work. Spivack and Milosevic (2018) show that a culture that supports collaboration and innovation plays a crucial role in creating a conducive work environment. In the era of hybrid work, organizations with inclusive and adaptive cultures tend to be more successful in maintaining employee engagement. This phenomenon is reflected in companies such as Microsoft and Google, which have integrated the values of flexibility and inclusion in their organizational strategies.

Team dynamics are another challenge in hybrid work. Green et al. (2021) mentioned that remote work can reduce collaboration and interaction between team members. In the current phenomenon, many organizations report that employees feel less connected to their coworkers, which can affect team engagement and productivity. To address this, organizations need to adopt collaboration technologies, such as video conferencing software and co-working platforms, as well as design regular meetings to maintain interpersonal interactions.

The theory of Self-Determination is relevant to explain how hybrid work can increase productivity and job satisfaction. This theory states that individuals tend to be more motivated if they have autonomy in managing their work. Hybrid work provides a high degree of autonomy, allowing employees to work according to their preferences, thereby increasing their intrinsic motivation and work output. However, this level of autonomy must be accompanied by management support to ensure employees remain directed and connected to the organization's goals.

Additionally, the Resource-Based View (RBV) theory helps explain how hybrid work can be a source of competitive advantage for organizations. RBV states that sustainable competitive advantage can be achieved through the use of unique resources, including flexible work policies. Organizations that successfully integrate hybrid work with their business



strategies can attract and retain qualified talent, creating a competitive advantage in a competitive labor market.

The authors argue that one of the often overlooked aspects of hybrid work implementation is the importance of adaptive leadership. Parker et al. (2020) emphasized that leaders who are able to build trust and provide personal support to employees play an important role in ensuring the success of hybrid work. Leaders need to develop effective communication skills, create clarity of purpose, and provide constructive feedback to keep employees engaged and productive.

In addition, hybrid work opens up opportunities for organizations to adopt sustainability strategies, such as reducing carbon footprint due to reduced work travel. This policy not only reduces operational costs, but also supports corporate social responsibility. However, the sustainability of hybrid work requires a long-term commitment from the organization to continuously adapt to employee needs and technological developments.

Overall, this study shows that hybrid work has great potential to increase employee productivity and satisfaction if implemented with the right strategies. However, its success requires efforts to address challenges, such as technology gaps, team dynamics, and organizational culture. Organizations need to take a holistic approach, integrating hybrid work policies with technology investments, adaptive leadership, and the development of an inclusive work culture.

In conclusion, hybrid work policies are not only a new work model, but also a strategic tool to create a competitive advantage in the modern era. By understanding and managing the challenges, organizations can harness the potential of hybrid work to create a more flexible, productive, and fulfilling work environment for employees.

## 4. Conclusion

This research shows that hybrid work policies have great potential in increasing employee productivity and satisfaction. The flexibility that hybrid work offers allows employees to balance the demands of their work and personal lives, ultimately positively impacting employee performance and well-being. These findings are in line with previous research that shows that autonomy in work arrangements is one of the key factors that increase motivation and work performance.

However, the success of a hybrid work policy also depends on how the organization addresses various emerging challenges, such as the technology gap, team dynamics, and the need for an inclusive organizational culture. Effective implementation requires investment in digital infrastructure, strengthened communication between teams, and adaptive leadership styles. In addition, hybrid work opens up opportunities to create a competitive advantage in an increasingly dynamic labor market, especially through policy innovation and sustainability strategies.

With these benefits and challenges in mind, a hybrid work policy can be a sustainable solution for organizations looking to stay relevant in the modern era. However, its sustainability requires a long-term commitment to continuously adapt to the needs of employees and technological developments. Hybrid work is not just a work model, but also a strategy that can change the way organizations create value for employees and stakeholders.

Future research is suggested to explore more deeply the long-term impact of hybrid work policies on business outcomes, such as company productivity, innovation, and employee retention. Additionally, it is important to study how social, cultural, and economic contexts affect the implementation of hybrid work in different regions and industrial sectors.

Furthermore, empirical research can be conducted to evaluate the effectiveness of collaboration technologies used in supporting hybrid work, especially in cross-site and cross-cultural teams. An

analysis of the role of government policies in supporting the adoption of hybrid work is also relevant, given that these policies can help create an inclusive and equitable work ecosystem.

Further research can also focus on strategies to increase employee engagement in hybrid work, including psychological approaches, training, and redesigning the work environment. With insights from this research, organizations can develop more effective policies to meet the challenges of hybrid work and maximize its benefits in the future.

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