

MOTIVATING FACTORS OF EMPLOYEE SATISFACTION IN HYBRID WORKING

Mahendran P¹, Dr.C.Balakrishnan²

¹Research Scholar, Faculty of Management Studies

²Associate Professor, Faculty of Management Studies, Dr.MGR Educational and Research Institute Deemed to be University, Maduravoyal, Chennai-95

pmahendran3@gmail.com¹

baluzonein@gmail.com²

Abstract

It's normal for leaders at Fortune 500 organizations to train their employees and work from their homes as it sets aside cash, assists the climate, and it's agreeable. As the expert world slips endlessly further into this worldview, it's reasonable to contemplate whether anything is being lost in route. It has become important to comprehend effect of hybrid workplace in worker training and efficiency. Because of this course of action, organizations all around the nation have started to cut back their leases. Organizations that used to lease or possess whole structures have decreased their actual area to a solitary floor, once in a while use common floor space. In addition to the fact that this hybrid plan assists them to save overhead cost, however it has likewise placed a major imprint in the carbon impression that is delivered by driving. Individuals working and get prepared from home worked faster as they need not drive, less gatherings, have a relaxed lunch with family, and have less interaction with colleagues. In contrast to the world average of 87% workers and 95% employers, 97% of Indian employees and 98% of employers responded positively regarding satisfaction with the hybrid working in workplace, according to the most recent Global Workspace Insights report from workplace creation company Unispace (Brinda Sarker, 2024).

Key words: Hybrid training, assist climate, save overhead cost, less interaction with colleagues

Introduction

However, the on boarding experience as a whole has changed. For the new hire, it can be harder to acclimate to their new place of employment remotely. During pandemic the employees preferred to work-from-home. Hybrid work provided employees with an ideal work-life balance. The employees like working and getting trained from home and the office and may not wish to restrict themselves to only one place. However, they can also choose to work only in either one, depending on their preference (Ryan Ayers (2023)). A report by HP stated that Indian workers firmly accept hybrid working and training models as it develops efficiency and work life balance. Hybrid model has brought about present-day entrepreneurs mind set with changing different processes, from enrolment to business advancement. Consolidating adaptable, worker driven policies will assist to secure and hold top ability stunning employees in the organisation. A hybrid work model has been preferred on the grounds that employees need not drive long way to their workplace. When they get the opportunity to work from home, they become more innovative as they can plan their assignments relying upon their obligations towards their loved ones (Sidharth Malik (2023)). When there is one element of remote or hybrid work life that has hit an obstacle, employees must be prepared for training. Organizations make some harder memories preparing their employees trained from a distance than they did face to face. Communication technology keeps on making teaming up simple, even with fresh recruit. The on boarding experience has changed. For the fresh recruit, it tends to be more diligently to remotely adapt to their new residence of work. The pandemic greatly affects the world, and employees presently favour the work and train from-home mode. Hybrid work is a phenomenal choice for workers since it gives them an ideal balance between fun and serious activities. The workers like

telecommuting to their workplace and may not wish to confine themselves to only one spot. They can likewise decide to work just in possibly one relying upon their inclination. Study was conducted to find out motivating factors during work from home and analyse satisfaction of employees.

Review of literature

The distinctiveness of this study develops the historical origins affecting performance and satisfaction during work-from-home by integrating motivating factors when working from home that focus on the affiliation between workers and organizations.

The COVID-19 pandemic was a major factor in the rise of working from home between 2020 and 2022, when employees were required to remain at home rather than be granted independence. In these difficult times, workers must work from home, help their kids study, look after family members, and ensure everyone is healthy out of concern for the virus's spread (Feng & Savani, 2020). By reviewing presumed performance as a mediator variable affecting workers' desire to continue working hybrid, it resolves the uncertainty surrounding employees' when working from home. The evolution of the hybrid work framework, becomes necessary to know the requirement for a hybrid working plan. With a few organizations extending their span across nations with the guide of digital promoting, business fills in as a point of convergence to the investigation of the ascent of the work's hybrid framework (Kanwar Muhammad Javed Iqbal, 2021). Digitalization has been a device of benefit in many business visionaries' hands, with the end goal that what used to appear to be unthinkable numerous years back, is currently being accomplished by individual organizations. Social media and freelancing resemble the weighty power that set remote work and training framework in motion. The hybrid course of action in the working environment guarantees that the employee's efficiency is sufficiently expanded (Kanwar Muhammad Javed Iqbal et al, 2021).

Hybrid working model makes employees working abroad in remote places, to join training programs effectively. Research proved that 50% of workers favour hybrid model of training and working approaches post pandemic. Firms can use ability across the world by adopting this hybrid strategy (Eddie Elizondo, 2022). It becomes possible to form groups with ideal and skilled workers as opposed to accessibility. There is an opportunity to widen the enlisting pool for enterprises that battle with fascination, as they are located in far off areas. The technology aspect lies in choosing the proper IT engineering, platforms, and development and innovation activities to supplement the digital and analytics vision, comprehensive of cost adequacy for the business and productivity for end clients (Eddie Elizondo, 2022). Since they experience greater satisfaction and perceived performance when working from home, employees plan to stick with hybrid work. Additionally, companies can see what elements can boost worker satisfaction and perceived efficiency in hybrid work environments and use that data to create a more favourable working environment for both employees and companies (Rizky Aprilina et al, 2023). Researcher investigated the factors that influence productivity and satisfaction when working from home (WFH), including empowering and interacting factors. The best flow experience during WFH and the balance between work and personal life are the driving forces (Produnova et al, 2022).

The social structure of the employee is greatly affected by the virtual work environment. One of the biggest issues facing remote workers is social exclusion. People's conversations change and may even cease entirely as their physical and psychological distance from one another grows. Meeting others without the physical distance that comes with working digitally is made possible by the adoption of hybrid working models (Laura Urrila et al, 2025). Recent studies have acknowledged that remote workers may feel isolated and yearn for greater

socialization, even though better work-life balance encourages many to accept remote work (e.g., Thulin, Vilhelmson, 2023). An expert employee is a person who possesses specific knowledge and abilities in a given field. Given that hybrid work is a dynamic phenomenon that calls for employee adjustment (K. Alfes et al., 2022), longitudinal approach reveals the participants' experiences over an extended period of time, highlighting specific features of working both on-site and offsite. In hybrid work situations, employees and organizations maintain their affiliation through a mix of technology, online communication, and in-person conversations. Even when workers are working digitally, organizations can promote a sense of belonging by emphasizing interactions, offering chances for social interaction, and leveraging tools that improve recognition and collaboration.

Evolution of hybrid working

Hybrid environment for some businesses is as yet a work underway. This will be on the grounds that hybrid working rethinks numerous business plan focuses and adds new difficulties. It makes special and novel issues in the space of consideration, value, predisposition and nearness. Through hybrid training workers' prosperity, energy, commitment increases execution, correspondence, as well as advancement possible with the assistance of new authority and administrative capacities. Hybrid training gives the employees abilities to work successfully, quickly, and energetically with satisfaction to work more with less doubt in their working. Hybrid working needs new conventions, arrangements, and assumptions for mentally protected and useful work (Hemsley Fraser (2023)). Many contend for the advantages of hybrid working, instead of full-time virtual, remote, or office work, because of the scope of difficulties it creates, it's as yet a compromise of sorts. Without a doubt, numerous businesses presently don't encounter hybrid environment as a solution to their business and individuals' challenges. There has been opposition of hybrid and remote work structures from Prime Minister Office, while CIPD research has found that hybrid working has caused efficiency issues for certain organizations, with others referring to hybrid caused issues with pressure, struggle and intra-group relations.

Obviously, pioneers and directors are at the focal point of this evolving hybrid work scene. Leaders have to concentrate on their own abilities and prosperity as hybrid working endorsed difficulties. It makes them to rethink how they deal with their time, how they practice compassion and the capacity to appreciate individuals on a deeper level, and how they convey, in any event, during snapshots of progressing change. Success of hybrid working depends on coordinated effort, better directing of associate practices, and better working culture. When employees have a feeling of security they can develop. The improvement is vital for hybrid administrators and leaders to find success created with consciousness of different difficulties they face. Difficulties will incorporate acquiring new hybrid skills, capacities and ways of behaving to manage employees, groups, working environment connections, and execution also dealing with their own exhibition and prosperity in this framework. With regards to hybrid executives, they require direction on everything from how to set assumptions, and develop arrangement around new working models. They should know to form protocols with employees and how to conduct hybrid meetings for training to share strategies. Managers should be familiar about their employees, considering their colleague's different life obligations, strengths, qualities and favoured working styles, as well as their career objectives.

Training has become very significant in the hybrid work model since employees work on the web, so there is no in-person gathering. Meetings organised in online, through video conferencing and other software. Workers can't direct all correspondence simultaneously, since it will postpone urgent work. Workers like to share their views when they find difficulty in their task. Consequently, workers are encouraged to share their difficulties in the meeting,

so that issues of the business can be solved promptly. In hybrid working the employees can send messages, incorporating about their issues with colleagues. Employees must be trained to become proficient in written correspondence and also make voice calls when required(Neha Metha, 2022).Employees may not treat online meetings seriously and may not be available in legitimate clothing, but this can be taught in training. Workers can foster closeness towards those with whom they work in the workplace. Training expects guarantee that they have a similar demeanour toward all of their colleagues from different mode. Organizations can direct reviews to check which work mode suits them the best. Eventually, organizations need to concentrate on ROI, whether they work-from-home or office mode. During diversity training the trainers must not separate workers working from home and in the workplace. Both workers must be treated alike as they have issues that require consideration and may be hampering their efficiency. Any prejudicial practices can prompt an absence of coordinated effort between the two sorts of workers(Wijngaarden, Y et al, 2020).

Foundation skills adapted duringHybrid working

Cognitive, digital and self-leadership skills help employees to adapt easily to hybrid working environment. Cognitive skills help employees in following structured problem-solving methods, able to update information through on line training, management of time, giving prioritisation in their work and increases agile thinking. The reasoning behind the group determination depended entirely on industry experience in producing related goods, and concentrate on enhancement of the organisation. By emphasizing on mastery, this hybrid group had the option to produce an excellent quality product with in the time limit.Digital skills assist workers in improving digital literacy, digital collaboration, algorithmic thinking, and data literacy and enable them to understand technology translation. With digital and data literacy the organization can execute quick practices in engineering and data science activities. Employees get trained in hybrid environment and develop in designing and information science elements of the business. Advanced analytics accomplished in creating record, recognize enhancements to instrumentation for additional data information, and start inventive critical thinking to focus on productive model for creative gains.

Self-leadership creates ownership and stimulates employees to take quick decisions, try to bring inspiring and innovative changes. The company ought to hope to benefit from future work drifts and coordinated activity communities to accomplish the hybrid working and training environment that employees like. Workers try to make innovative changes to inspire them. Chiefs should think about the ideal culture for an association and pick the training model that assists them from security and maintainability point of view.

Motivating factors of employee satisfactionin hybrid working

From the perspective of an employee, **flexibility** is the state in which an individual has control over the main elements of their workplace, specifically the time, location, and duration of work-related tasks. It also seeks to increase a person's capacity to carry out obligations to their family, community, career, and personal life. Flexibility was found to have a positive effect on work-life balance, perceived productivity, and satisfaction during WFH.Flexibility at work enables workers to tailor their schedules to suit their requirements, which enhances job satisfaction (Baltes et al., 1999). Employee dedication and motivation can also be increased by an organization that supports flexible work schedules (Setiyani et al., 2019). Additionally, workers' work performance and productivity are positively impacted by flexible working arrangements (Hashmi et al., 2021; Onyekwelu et al., 2022).

Trust is the most crucial ability to have in the hybrid work circumstance, and it works in two different ways. Trust is that quality that represents an individual however he may not be genuinely present in the office. The leader has sufficient confidence in his employees to

follow through on their occupation without leader being truly present. In hybrid training workers do their job with satisfaction, with critical degree of **trust** by taking care of their assignments with certainty, consequently imparting in them the necessary inspiration to take care of business with negligible supervision. Colleagues trust each other to cultivate solidarity and bonding (Smith, E. F et al, 2019). The basic psychological needs for adoration, concern, and belongingness are universal. People's general sense of contentment and happiness is influenced by the calibre of their human relationships. The human need for togetherness is satisfied in the workplace when a person has a sense of belongingness, feels connected to colleagues and superiors, and is revered, believed, and socially empowered in the workplace as well. When the predicted and observed quality and quantity of friendships at work are balanced, there are considered as satisfactory place of work (S. Wright et al, 2021). The degree to which companies reward workers for their efforts, assist them, when necessary, make their work engaging, and give them suitable working conditions is known as **organizational support** (Rhoades & Eisenberger, 2002). Workers see the apparent organizational support as a concrete indication of how much the company appreciates their work and is concerned about their welfare. If the organizations choose to implement the WFH program, management commitment the way of monetary, technical, and training guidance for ergonomic furniture and technology is crucial. Organizations that adopt the WFH program can allocate the cost of utilities and a physical workstation to meet employees' needs when they set up work from home (Baker et al., 2007). However, employee satisfaction is greatly impacted by the company's emotional and technical help, but productivity is unaffected.

Under hybrid training trainers put forth additional attempt to be aware about what is done by their team or other colleagues. In hybrid work circumstances everybody centred on their job being done in time and **increase efficiency**. As the awareness culture of the association is present, genuine consideration has its significance. When most time is spent freely, there is that inclination of not realizing that an individual colleague is battling with various things. Knowledge of the group's strength drives the group to best use the special qualities in the most ideal way to get the best out of the group. Awareness in a group gives the individuals the confirmation that their sentiments matter. The eventual future of work is comprehensive of compassion no matter what is the nature of the colleagues.

An expertise in hybrid work environment has the capacity to complete his work in time. The framework application is an alternate kind and the proportion of time should be dynamic. In tackling the test of using time effectively, a reasonable style of time following is created. Employees become familiar through hybrid training on how they must deal with their experience on an errand. Workers make an honest effort regarding time management when they work from home due to **increased autonomy**. As employees are satisfied with hybrid working model, they complete the work in time. Employees are cognizant with respect to managing time effectively. (Barnes, D. E.(2018))

Workflows and procedures should be created to give employees more autonomy and less stress when they communicate online. Enhanced job life balance makes employees feel that the company cares about their health and safety, which boosts employee satisfaction (Höcke Martin Christian, et al. (2024). Burnout can be decreased by incorporating more flexibility to meet the various needs of workforce. Eighty-four percent of workers in their survey believed that more flexibility in working hours would **lessen burnout** (Jennifer Agis (2024).

Communication is essential in hybrid working environment. **Communication** is the instrument that assists with building trust. Hybridity is a plan that is prone to having cases of disarray on a few levels. For example, a significant discussion is held among colleagues who are truly present, and the data finished up isn't passed across to the overall stage where

the people who were not actually present. Communication is passed effectively under hybrid working environment, and everybody is considered responsible without any problem. As decent communication culture is adopted it is an extraordinary assistant in hybrid training setting(Biberman, J. et al, 1997).

Creativity and critical thinking are important abilities in the hybrid working and training environment. Creativity is useful in an independent circumstance where the boss isn't truly present. The employee has the capability to settle work difficulties assuming that the circumstance warrants it. The creative expertise empowers the worker adjust new technology solutions to fulfil the on-going need of the organization. Creativity assists him to utilize his expertise as a member of team. In critical circumstances, hybrid training offered helps them to take decisive reasoning assists with concocting an exit plan. When there is lot of occurrences simultaneously and there's the need to focus on while not truly present, critical thinking helps to take right decisions (Wijngaarden, Y et al, 2020).

The individuals from the group in a hybrid working and training environment keep **update technology** skills. Employee's technology abilities in office applications are updated through hybrid training in Microsoft office, or office video meeting tools like zoom or Google meet. Workers are modern in accomplishing technology skills in the tech world, otherwise they bear moral obligation regarding their development. The organization arranges training to see the need to get better at being technologically clever. The workers in a hybrid work environment are the people who are enthusiastic about self-improvement and advancement(Marie Puybaraud, 2022)

Research Methodology

115 respondents selected by random sampling from different sectors, chose 100 respondents

HO: There is no significant relationship between motivational factors and satisfaction level of employees in Hybrid training

Table -1- Case Processing Summary

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

Table- 2 – (row * col) Crosstabulation

Sector /Satisfaction level	Work flexibility	Autonomy	Less burnout	Organisation support	Effective communication	Total
Highly – Satisfied	O-31 E- 20	O-12 E- 20	O-14 E- 20	O-35 E- 20	O- 8 E- 20	O-100 E-100
Satisfied	O- 42 E- 20	O-28 E- 20	O- 6 E- 20	O-21 E- 20	O- 3 E- 20	O-100 E-100
Neutral	O- 7 E- 20	O-25 E- 20	O-32 E- 20	O-20 E- 20	O-16 E- 20	O-100 E-100
Dis satisfied	O- 17 E- 20	O-21 E- 20	O-38 E- 20	O-10 E- 20	O-14 E- 20	O-100 E-100
Highly dis satisfied	O- 3 E- 20	O-14 E- 20	O-10 E- 20	O-14 E- 20	O-59 E- 20	O-100 E-100
Total	O- 100 E- 100	O-100 E-100	O-100 E-100	O-100 E-100	O-100 E-100	O-500 E-500

Table -3- Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.215E2 ^a	16	.000
Likelihood Ratio	210.109	16	.000
Linear-by-Linear Association	57.008	1	.000
N of Valid Cases	500		

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

Hybrid training and working model has enhanced **mental health and social and professional life balance** along with job satisfaction. Since employees need not rush up and drive a long way to their office, stress in reaching office in right time is avoided from home work. At time employees felt they were discouraged and there was a decrease in their credit worthiness due to continuous work and balancing family and work life. Respondents with kids were more satisfied with hybrid work life. Work from home gave women employees little leisure time to take care of their kids and spend some time with them instead of a mechanical job by going to office daily(Christine Smith (2022).

Work area adaptability is least and a large portion of time spent working from a distance or at office in hybrid training and working model. Employees got an open door to work from various **geological points** nationally or universally. The hybrid working model is an area adaptable plan, allowing staff to blend nearby and offsite work as they worked with satisfaction. After Coronavirus lock downs around the world, a decent scope of hybrid working and training plans have arisen, conceding staff adaptability that was seldom presented previously. Employees working in hybrid environment have more positive impression of their organization and team. They had capacity to adjust to the pandemic and to explicitly address their remote work issues. The employees felt a great deal of happiness though working at home, that leads to healthy balance between performing from home and going into the work environment. They had higher work fulfilment and report higher prosperity and mental state at work since the pandemic started than the staff who are working totally from home or on location(Vidhya et al, 2022).

Jones Lang LaSalle (JLL), a global professional services firm that offers a wide range of career opportunities across various departments. JLL created guidelines on regenerative workplace. It incorporates three main pillars namely mental health, social health and physical health and nine equivalent resiliency characters for companies to adjust to workplace that resolves both holistic wellbeing and human performance.Beginning with the thought of well-being and how employees can be upheld to accomplish comprehensive prosperity, JLL's

labour force strength model represents how these support points can be addressed for workers to have a good sense of reassurance in their body, their psyche and their expert connections. By accomplishing these means, organizations will be in a situation to make a working environment where their workers can prosper and accomplish maintainable human execution in the long haul.

Figure- 1- Physical and Mental and Social Health

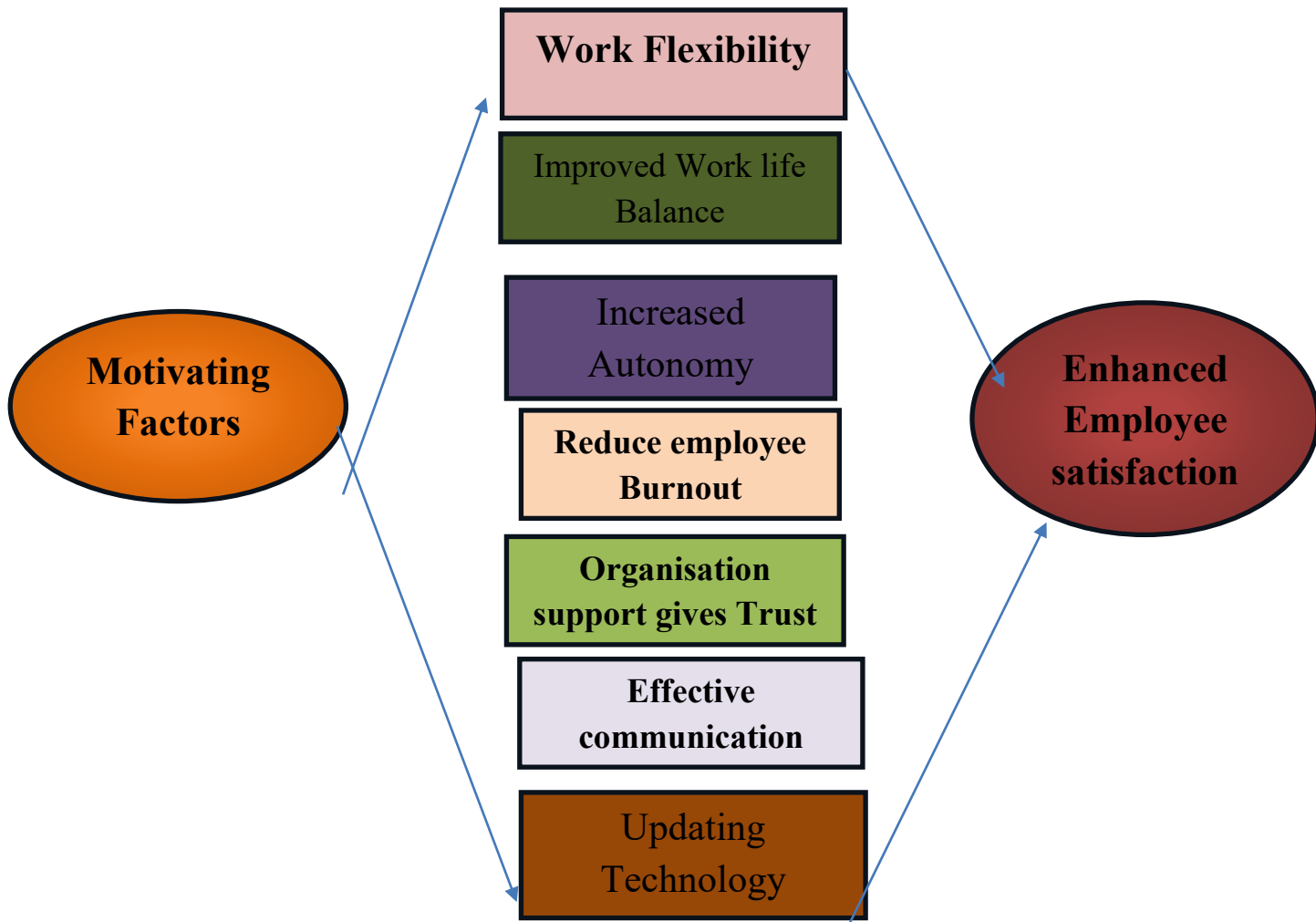


Source: JLL Global Research

The above figure reveals that when the employees have good physical, mental and social health, that will lead to holistic wellbeing, which ultimately result in sustainable performance of employees. When organisations fulfil physical, mental and social health the employees feel safe and secured. Holistic wellbeing reveals workers feel well. Ultimately there will be **sustainable performance** from employees that helps to flourish the organisation. The employers must prove employees that they care for their wellbeing.

Hybrid work arose as a stunner for entrepreneurs yet it is a test for the employees and bosses, requiring an alternate mentality and new strategies to adjust to remote working. Hybrid work has introduced a chance for managers to recognize the new wellbeing and prosperity needs of the work force and to adopt an all-encompassing strategy to moulding a genuinely enabling hybrid workplace. The ability centered organizations are now moulding a mindful and regenerative work environment by moving freely with employees to comprehend how they complete their work, create an office climate that supports individuals' work process, workwith directors to become facilitators of a stronger association and work force, hybrid model empower work from anyplace with adaptable working plans.

Conceptual Framework



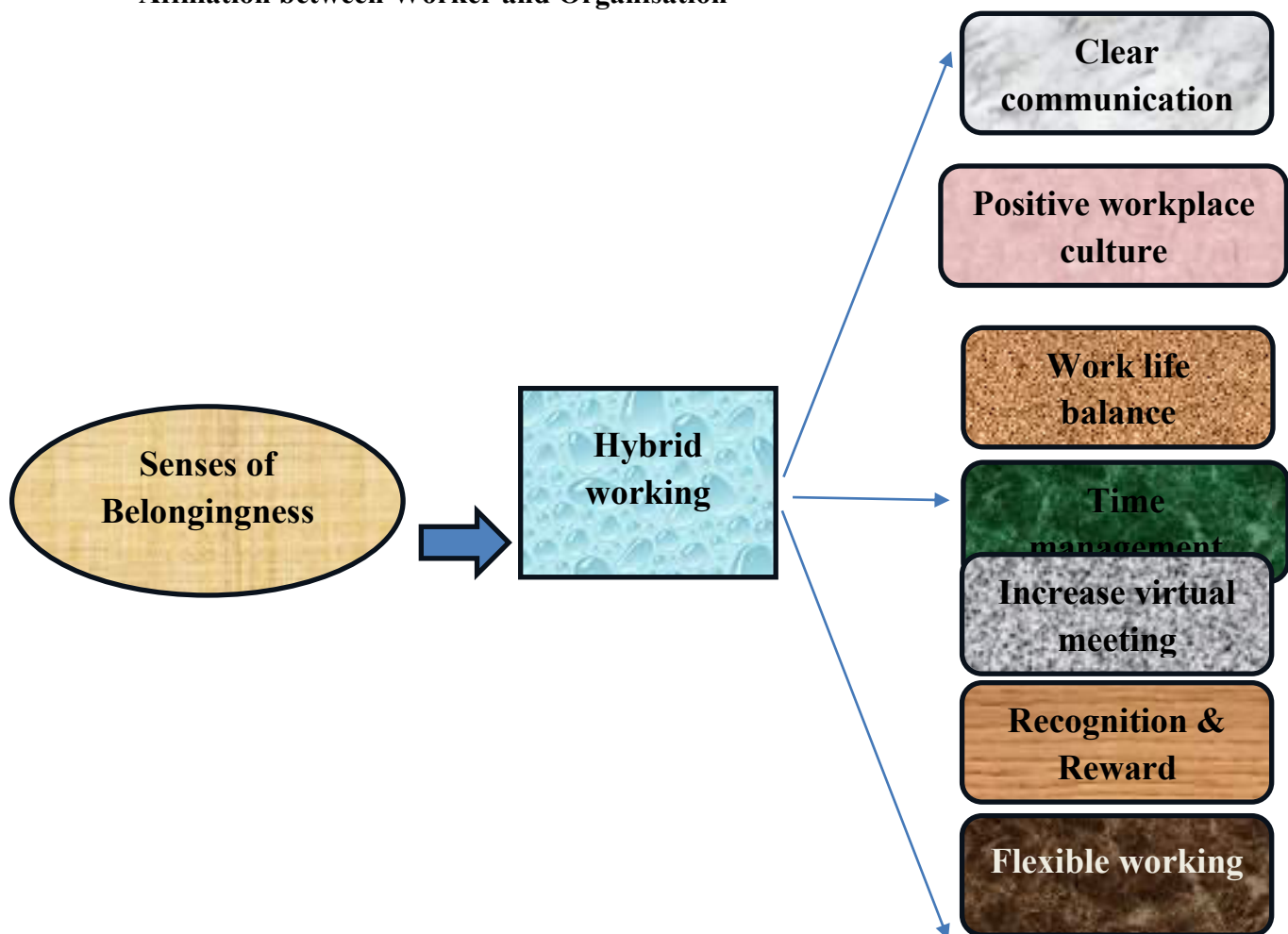
While the pandemic has tried individuals' versatility, it has likewise represented a fundamental danger to **wellbeing**. Opening work force versatility through physical, mental, and social wellbeing is not good for the work. Bosses who adjust to the exceptionally powerful climate and new rhythms of the re-imagined hybrid work environment have the chance to invigorate the work force(Marie Puybaraud (2022)

Discussions:

In hybrid working lot of time left which is used by employees for more productive activities in an organisation but some employees especially unmarried felt lonely, stressful and uneasiness in home working. Chi square analysis stated there is an association between motivational factors and employee satisfaction in hybrid working. Hybrid training kills the requirement for long mid-day breaks. Those hours can be used to complete work in time. During office time, couple of discussions daily can destroy the efficiency time. Concealed at

home, they can utilize time productively. In hybrid working making friends becomes difficult. Work environment connections are oftentimes referred to as the main component an individual thinks about when they contemplate to change occupations. Training has become significant in the hybrid work model since workers work on the web, so there is no degree for in-person gatherings. Consequently, employees need to lead meetings on the web, which has required utilizing video conferencing to train the employees. Hybrid working encourages them to apply proficient method to manage basic problems, so that issues can be solved promptly. The employers save the cost of health amenities, sustainability features, and cutting-edge advancements. Hybrid working is a financially savvy answer for improved working environment experience both for employer and employees.

Affiliation between Worker and Organisation



When there is sense of belongingness among employees in Hybrid working, independent variables like clear communication, positive workplace culture, work life balance, time management, increasing virtual meeting, recognition and reward to employees for their efficient performance and flexible workplace bring about affiliation between worker and organisation. The bondage between employees and employer increases due to the facilities offered to employees

Suggestions

Organizations got an opportunity to perceive how adaptable work and training choices help their employees. Hence groups might be parted among remote and in-office workers, and all employees must be given equivalent access to quality training. Skill gap analysis survey can be conducted, to find out the current and future training needs. Figure out what abilities the workers need to master and accordingly training can be offered. Team work and consideration are significant components of a productive organization and working environment culture has to be adopted by employees. During HW employees can be trained to enhance their abilities that make employees feel esteemed in the association. Trainers who train employees rethink about blend of face to face and independent learning. It implies they should decide how and when live meetings can be conducted. Hybrid working helps to improve cognitive skills and motivate team work. They promote teamwork and support joint effort. Trainers must consider utilizing micro learning to support commitment and retention. Breaking training into little pieces makes it simpler to understand. Employees recollect what they learnt and focus on concept. Specialists propose that supporting hybrid working in long run will require supporting more comprehensive ways to deal with remote working, more training and backing to workers on cyber security protection and expanding admittance to advanced digital technologies and requires more computerized abilities.

Conclusion

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

Reference:

- A. Vidhya and Dr. M. Ravichandran (2022) A literature of Hybrid work model in International Journal of Research Publication and Reviews
- Barnes, D. E. (2018) Modern Project Teams: Effects of Workplace Isolation on Engagement, Creativity and Loneliness
- Biberman, J., & Whitty, M. (1997) A postmodern spiritual future for work in Journal of Organizational change management
- Brinda Sarkar (2024) Indian employees most satisfied with hybrid working, outpacing global average in The Economic Times- Sep issue

- Christiana Pavlou (2022) How to Build a Training Program for the Hybrid Workplace
- Christine Smith (2022), The Impact of 'Hybrid-Work-Model' on Job Satisfaction in IJBMRJUN 20228
- E. Thulin, B. Vilhelmson, L. Brundin (2023) Telework after confinement: Interrogating the spatiotemporal ties of home-based work life in Journal of Transport Geography, Vol 113
- Eddie Elizondo(2022), Hybrid working models can leverage talent and skills across industries in McKinsey
- Feng, Z. & Savani, K. (2020). Covid-19 created a gender gap in perceived work productivity and job satisfaction: Implications for dual-career parents working from home. Gender in Management: An International Journal, Vol 35, No 8, pp719–736, doi.org/10.1108/GM-07-2020-0202
- Frey, J. J., Pompe, J., Sharar, D., and Bloom, L. (2018), Experiences of internal and hybrid employee assistance program managers: Factors associated with successful, at-risk, and eliminated programs
- Hemsley Fraser (2023) The evolution of hybrid work: Putting leaders and managers at the heart of hybrid success
- Jennifer Agis (2024) Hybrid work models should consider employee burnout www.eaglehillconsulting.com
- K. Alfes, A. Avgoustaki, A.T. Beauregard, A. Cañibano, M. Muratbekova (2022) New ways of working and the implications for employees: A systematic framework and suggestions for future research in International Journal of Human Resource Management, Vol 33, No 22, pp. 4361-4385
- Kanwar Muhammad Javed Iqbal, Farooq Khalid - Hybrid workplace- The future of work Research Gate (2021), Enhanced Learning: Tools to Facilitate Community College Student Success in The Digitally-Driven Workplace
- Laura Urrila, Aija Siiriäinen, Liisa Mäkelä, Hilpi Kangas (2025) Sense of belonging in hybrid work settings in Journal of Vocational Behaviour- Elsevier, Vol 157, doi.org/ 10.1016/j.jvb.2025.104096
- Luisa Errichiello, Tommasina Pianese (2021) The Role of Organizational Support in Effective Remote Work Implementation in the Post-COVID Era, pp.221-242, DOI:10.4018/978-1-7998-6754-8.ch013
- Marie Puybaraud(2022) Restoring employee wellbeing for the new world of work n JLL Global Research
- Martin Christian Höcker, Yassien Bachtal, Kyra Voll, Andreas Pfnür (2024), Healthier, hybrid work: the burnout-reducing potential of remote work and the mediating effect of work autonomy in International Journal of Workplace Health Management, Vol 17, No 4
- Natasha Mutebei & Abbi Hobbs (2022) The impact of remote and hybrid working on workers and organisations
- Neha Metha (2022), Why Is Training So Crucial in a Hybrid Workplace Model? In e learning industry
- Onyekwelu, N. P., Monyei, E. F., & Muogbo, U. S. (2022). Flexible Work Arrangements and Workplace Productivity: Examining the Nexus in International Journal of Financial, Accounting and Management, Vol 4, No 3, pp 303–314, doi.org/10.35912 /ijfam. v4i3.1059

- Prodanova, J., & Kocarev, L. (2022) Employees' dedication to working from home intimes of Covid-19 crisis - *Management Decision*, Vol 60, No 3, pp 509–530, doi.org/10.1108 1108 /MD-09-2020-1256
- Rhoades L & Eisenberger R (2002) Perceived organizational support: A review of the literature, in *Journal of Applied Psychology*, 87(4), 698–714. doi:10.1037/00219010.87.4. 698 PMID:12184574
- Rizky Aprilina, Fanny Martdianty (2023) The Role of Hybrid-Working in Improving Employees' Satisfaction, Perceived Productivity, and Organizations' Capabilities- *Journal of Theory and Applied Management* 16(2):206-222 DOI:
- Ryan Ayers (2023) How Does a Hybrid Working Environment Affect Employee Training and Productivity? - e learning industry
- S. Wright, A. Silard (2021) Unravelling antecedents of loneliness in the workplace in *Human Relations*, Vol 74, No 7, pp. 1060-1081
- Setiyani, A., Djumarno, D., Riyanto, S., & Nawangsari, L. (2019). The effect of work environment on flexible working hours, employee engagement and employee motivation. *International Review of Management and Marketing*, Vol 9, No 3, pp112–116, doi.org/10.32479/irmm.8114
- Sidharth Malik (2023) Navigating learning and development in hybrid era
- Smith, E. F., Gilmer, D. O., & Stockdale, M. S. (2019) The importance of culture and support for workplace flexibility: An ecological framework for understanding flexibility support structures. *Business Horizons*
- Wijngaarden, Y., Hitters, E., & Bhansing, P. V. (2020) Cultivating fertile learning grounds: Collegiality, tacit knowledge and innovation in creative co-working spaces