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Impact of Hybrid Work on Employee Well-being and Organizational Commitment

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Abstract

Hybrid work has emerged as a significant post-pandemic work arrangement, reshaping employee experiences, organizational practices, and workplace relationships. This study examines the impact of hybrid work on employee well-being and organizational commitment through a systematic literature review of Scopus-indexed studies. The review focuses on three major dimensions: the influence of hybrid work on employee well-being, its effect on affective, continuance, and normative commitment, and the role of organizational support, leadership communication, and technology-enabled work practices in shaping employee outcomes. Initially, 110 studies were identified from the Scopus database using keywords related to hybrid work, remote work, employee well-being, organizational commitment, burnout, engagement, organizational support, leadership communication, and technology-enabled work. After screening the records on the basis of title, abstract, keywords, relevance, and bibliographic completeness, 44 studies were selected for detailed review and thematic synthesis. The findings reveal that hybrid work enhances flexibility, autonomy, work-life balance, and productivity; however, it may also contribute to burnout, digital fatigue, social isolation, boundary blurring, and weakened affective commitment if not supported by effective organizational systems. The study highlights that successful hybrid work requires strong HR policies, supportive leadership, perceived organizational support, psychological safety, responsible technology use, and deliberate efforts to maintain organizational culture and employee belonging.

Keywords: *Hybrid Work, Employee Well-being, Burnout, Organizational Support, Leadership Communication.*

1. Introduction

The post-pandemic workplace has undergone a significant structural transformation, with hybrid work emerging as one of the most widely adopted work arrangements across sectors. Hybrid work combines remote and office-based work, enabling employees to perform their responsibilities partly from home or another remote location and partly from the organizational workplace. This arrangement has gained considerable attention because of its potential to provide greater flexibility, employee autonomy, reduced commuting demands, and improved work-life integration. At the same time, the transition to hybrid work has introduced new managerial, social, and psychological challenges related to employee well-being, burnout, engagement, organizational commitment, communication, social connectedness, and workplace belonging.

Employee well-being has become a central concern in research on hybrid work because contemporary work arrangements can directly influence employees' mental health, job satisfaction, social relationships, productivity, and attachment to their organizations. Junça Silva and Lopes (2025) examined hybrid work through the perspective of work-family conflict and found that hybrid work can contribute to greater harmony and improved mental health when it helps

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reduce conflicts between professional and family roles. Similarly, Dale et al. (2024) emphasized that healthy hybrid work arrangements depend not only on flexibility but also on effective work design, communication, manageable workloads, managerial support, and employee control over work arrangements. These findings indicate that hybrid work should not be viewed merely as a change in the physical location of work; rather, it represents a broader organizational arrangement that can substantially shape employees' experiences and perceptions of work.

The implications of hybrid work extend beyond individual well-being to employee productivity and organizational performance. Simbolon and Sihombing (2025) found that hybrid work can contribute to improved productivity and employee well-being when organizations provide appropriate infrastructure, technological resources, and support systems. Similarly, Dewi et al. (2025) reported that hybrid work arrangements can influence both employee well-being and organizational performance in the Indonesian service sector. However, the benefits of hybrid work are not universal or automatic. Dara et al. (2025), for instance, found that hybrid working may also contribute to increased job burnout, suggesting that flexibility can become a source of stress when employees face inadequate organizational support, unclear roles, excessive workloads, or difficulties in managing boundaries between work and personal life. Thus, the effectiveness of hybrid work depends substantially on the organizational conditions under which it is implemented.

The relationship between hybrid work and organizational commitment is particularly important because organizational commitment reflects employees' psychological attachment to, identification with, and willingness to remain within an organization. Kumari and Gujral (2026) argued that hybrid work may strengthen continuance commitment by providing employees with greater autonomy, flexibility, and savings in terms of time and commuting costs. However, the same arrangement may weaken affective commitment when employees experience reduced social interaction, limited opportunities for relationship building, social isolation, or a diminished sense of belonging. Hybrid work therefore appears to have a dual influence on organizational commitment: it may support employee retention by enhancing convenience and flexibility, while simultaneously weakening emotional attachment if organizations fail to maintain interpersonal relationships, organizational culture, and meaningful employee engagement.

Against this background, the present study focuses on the interrelationship between hybrid work, employee well-being, and organizational commitment. Particular attention is given to dimensions of employee well-being such as flexibility, work-life balance, burnout, digital fatigue, and social isolation, as well as to the three major dimensions of organizational commitment—affective, continuance, and normative commitment. The study further considers the role of organizational support, leadership communication, and technology-enabled work practices in shaping employee experiences within hybrid work environments. These factors are important because the outcomes of hybrid work are likely to depend not only on the arrangement itself but also on how organizations design, manage, communicate, and support hybrid working practices.

The existing literature indicates that hybrid work is neither inherently beneficial nor inherently detrimental to employees and organizations. Its outcomes are contingent upon a combination of organizational, managerial, technological, and individual factors. Effective organizational support, supportive leadership, psychological safety, appropriate digital infrastructure, manageable workloads, effective boundary management, and employee participation in work design may enhance the positive effects of hybrid work while reducing potential risks such as burnout, digital fatigue, and social isolation. Conversely, inadequate support and poorly designed hybrid arrangements may undermine employee well-being and weaken organizational attachment. Therefore, a systematic examination of these relationships is necessary to understand how hybrid work can be designed and managed in ways that support both employee well-being and organizational effectiveness.

Accordingly, the present study seeks to address three interrelated research questions: how hybrid work influences employee well-being in terms of flexibility, work-life balance, burnout, digital fatigue, and social isolation; how hybrid work affects organizational commitment, particularly affective, continuance, and normative commitment; and how organizational support, leadership communication, and technology-enabled work practices shape employee well-being and organizational commitment in hybrid work environments. In line with these questions, the study aims to examine the impact of hybrid work on employee well-being, analyze the relationship between hybrid work and organizational

commitment, and assess the role of organizational support, leadership communication, and technology-enabled work practices in enhancing employee well-being and organizational commitment in hybrid work settings.

2. Hybrid work, Employee Well-being and Organization Trajectory

Hybrid work has emerged as a significant transformation in the post-pandemic workplace, combining remote and office-based work and reshaping employees' experiences of work. Employee well-being is among the most frequently examined outcomes in hybrid work research. Junça Silva and Lopes (2025) found that hybrid work may reduce work-family conflict and improve harmony and mental health by enabling employees to manage professional and personal responsibilities more effectively. Similarly, Bath and Markulin (2024) identified perceived flexibility, work-life balance, and managerial support as important determinants of employee well-being. However, hybrid work does not necessarily produce positive outcomes. Dale et al. (2024) argued that healthy hybrid work depends on workload, communication, organizational support, and flexibility, emphasizing that hybrid work should be intentionally designed rather than simply introduced as a policy. Boikanyo (2026) further highlighted the risk of an "always on" culture, whereby blurred boundaries between professional and personal life can increase stress and reduce recovery time.

Burnout and boundary blurring are therefore important concerns in hybrid work environments. Dara et al. (2025) found that hybrid working significantly increased job burnout among Indonesian State Civil Apparatus employees, although perceived organizational support contributed positively to employee well-being. Nurjaman et al. (2026) similarly found that psychological and organizational factors influence fatigue, indicating that employee fatigue is shaped not only by workload but also by how work is structured, monitored, and communicated. Hegde (2026) associated hybrid and remote work with burnout and psychological safety and emphasized the importance of strategic human resource management in protecting employees' mental health. Boikanyo (2026) further identified boundary blurring as a major risk, as working from home can weaken the separation between professional and personal life and contribute to longer working hours, constant availability, and emotional exhaustion. Albreiki et al. (2023) also demonstrated that employee performance and well-being are influenced by psychological and physical work conditions, highlighting the importance of boundary management, workload regulation, digital disconnection, and ergonomic support.

Organizational support and leadership are central to successful hybrid work arrangements. Dara et al. (2025) found that perceived organizational support plays an important role in enhancing employee well-being, while Ayaz et al. (2025) reported that perceived organizational support mediates the relationship between remote work and employee well-being. Liu et al. (2025), drawing on self-determination theory, argued that hybrid human resource management systems can improve well-being when they support autonomy, competence, and relatedness. This suggests that hybrid work should extend beyond determining where employees work to include performance management, communication, inclusion, training, and employee participation. Leadership communication is similarly important. Willett et al. (2024) found that flexible work arrangements may be associated with lower flourishing and job engagement, whereas leader communicative support can improve these outcomes. Suengkamolpisut and Singhatong (2025) likewise emphasized adaptive leadership as essential for employee well-being in hybrid workplaces.

Organizational commitment represents another important outcome of hybrid work because it reflects employees' attachment to the organization and their intention to remain. Kumari and Gujral (2026) argued that hybrid work may enhance continuance commitment because employees value flexibility, autonomy, and commuting-related cost savings. However, reduced social interaction and weaker organizational relationships may undermine affective commitment. Islaha and Kadiyono (2023) found that organizational well-being significantly influences organizational commitment among telecommunication employees, with affective commitment being particularly affected. Hoti and Bernik (2025) similarly demonstrated that work models can influence different dimensions of organizational commitment. Sharma (2026) found that work-life balance and work-life integration contribute to organizational commitment among hybrid women employees, while also emphasizing the importance of family responsibilities, organizational support, and the suitability of work arrangements.

Hybrid work also affects employee engagement, satisfaction, and performance. Rahman (2025) found that hybrid work influences employee engagement and well-being in the Indian IT sector, while Roja (2026) reported an influence on employee satisfaction. Shijimol (2025) similarly examined hybrid work in relation to employee satisfaction and performance. However, engagement may decline when employees experience social disconnection or exclusion from organizational activities. Willett et al. (2024) found that greater use of flexible work arrangements may be associated with lower flourishing and engagement when leader communicative support is inadequate. Regarding performance, Simbolon and Sihombing (2025) found that hybrid work can improve productivity and well-being when supported by appropriate organizational systems. Rahmatullah et al. (2024) highlighted the importance of team dynamics, while Susma and Nandini (2025) demonstrated that employee adaptation and organizational support influence performance under hybrid arrangements.

Organizational culture, social well-being, psychological safety, and technology further shape hybrid work experiences. Nurjaman (2024) found that corporate culture influences employee well-being in hybrid and remote work models, highlighting the need to preserve shared values, collaboration, and organizational belonging. Marozva and Pelser (2025) found that hybrid work can undermine social well-being among academics, while Nagori and Lawton (2024) emphasized the role of human resource development in designing hybrid arrangements that support engagement and well-being. Hegde (2026) stressed the importance of strategic HRM practices for reducing burnout and promoting psychological safety, while Kokt and Seqhobane (2024) examined psychological well-being and organizational citizenship behaviour in remote and hybrid work, identifying psychological capital as an important moderating factor.

Technology is a major enabler of hybrid work but may also introduce new challenges. Barik et al. (2025) found that AI-powered virtual reality can influence remote work productivity and employee well-being, while Rahman et al. (2025) used machine learning to examine the effects of remote work arrangements on well-being and productivity. Conversely, technology may contribute to digital fatigue, surveillance pressure, and burnout. Haris et al. (2026) found that generative AI usage intensity affects burnout and job satisfaction in hybrid work environments. Widodo and Pratolo (2026) further examined AI-enabled HRM among Generation Z employees in relation to well-being and performance. Hanu et al. (2025) emphasized ergonomics and human factors, suggesting that technology should support rather than replace effective leadership, organizational culture, and employee support.

Overall, the literature indicates that hybrid work has both positive and negative consequences. Junça Silva and Lopes (2025), Simbolon and Sihombing (2025), Dewi et al. (2025), and Shijimol (2025) demonstrate that hybrid work can enhance flexibility, productivity, well-being, satisfaction, and work-life integration when appropriately supported. In contrast, Boikanyo (2026), Dara et al. (2025), Nurjaman et al. (2026), and Hegde (2026) identify risks involving burnout, digital exhaustion, social isolation, and boundary blurring. The literature is also concentrated in sectors such as information technology, services, public administration, and telecommunications, limiting broader generalizability. Although Marozva and Pelser (2025) contribute evidence from higher education and Sharma (2026) provide a gender-sensitive perspective, further research across diverse occupational contexts is needed.

A significant research gap concerns the limited integration of employee well-being and organizational commitment within a single framework. Many studies examine well-being, satisfaction, productivity, or burnout independently, whereas Kumari and Gujral (2026) show that hybrid work may strengthen continuance commitment while weakening affective commitment. Employees may therefore remain because of the practical benefits of hybrid work without developing strong emotional attachment to the organization. Overall, hybrid work should be understood as a strategic HRM issue rather than merely a work-location policy. Effective hybrid work requires organizational support, adaptive leadership, psychological safety, appropriate technology, social connection, boundary management, and an inclusive culture to ensure that employees remain productive, healthy, engaged, and committed.

3. Method of the Study

This study employs the Systematic Literature Review (SLR) method to examine the impact of hybrid work on employee well-being and organizational commitment. The SLR approach was adopted because it enables a systematic,

transparent, and structured process of identifying, evaluating, and synthesizing scholarly literature relevant to a specific research problem (Tranfield et al., 2003). The study is based on secondary data, and the literature was retrieved from the Scopus database using keywords related to "hybrid work," "remote work," "flexible work arrangements," "employee well-being," "organizational commitment," "burnout," "employee engagement," "organizational support," "leadership communication," and "technology-enabled work." The selection process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, which emphasizes transparency, replicability, and methodological rigor in systematic reviews (Moher et al., 2009; Page et al., 2021). The review process involved four major stages: identification, screening, eligibility assessment, and inclusion. Initially, 110 studies were identified from the Scopus database. These records were screened on the basis of title, abstract, keywords, publication source, and relevance to the research objectives. After excluding studies with weak relevance, duplication, incomplete bibliographic information, non-academic nature, or lack of direct connection with hybrid work, employee well-being, and organizational commitment, 44 studies were finally selected for detailed review and thematic synthesis.

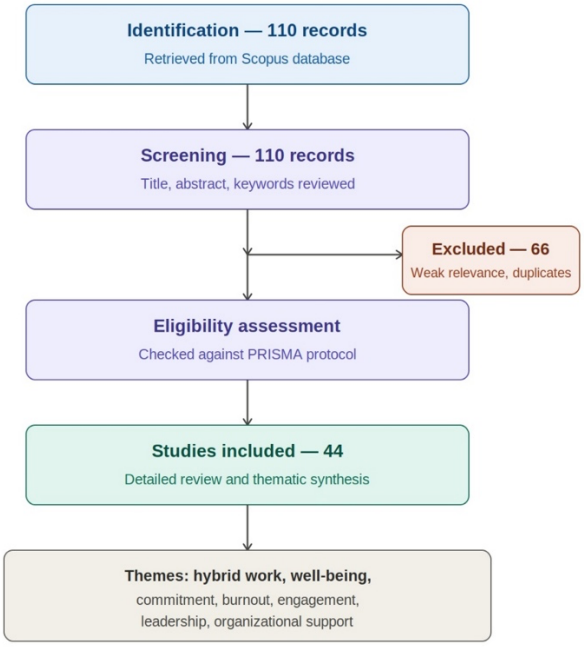


Figure 1: *PRISMA flow diagram of study selection (Scopus, n = 110 → screened, n = 110 → excluded, n = 66 → included, n = 44)*

The broader focus of this research emerges from the growing importance of hybrid work as a post-pandemic organizational model that simultaneously creates opportunities and challenges for employees and organizations. Hybrid work offers flexibility, autonomy, reduced commuting pressure, and improved work-life balance; however, it may also contribute to burnout, social isolation, digital fatigue, blurred work-life boundaries, and weakened affective commitment when not supported by appropriate organizational systems. Within this framework, the selected studies were analyzed thematically to identify major patterns related to employee well-being, organizational commitment, leadership support, perceived organizational support, productivity, psychological safety, organizational culture, and technology-enabled work practices. This thematic synthesis helped in developing an integrated understanding of how hybrid work influences employee outcomes and under what organizational conditions it contributes to sustainable well-being and commitment. By following a systematic and Scopus-based review process, the study provides an evidence-based synthesis that contributes to human resource management and organizational behaviour research in the context of evolving hybrid work environments.

4. Discussion

The reviewed literature establishes that hybrid work has evolved from a pandemic-driven necessity into a strategic feature of contemporary employment. However, its benefits are conditional rather than automatic. Evidence indicates that hybrid work can enhance flexibility, autonomy, work-life balance, productivity, and employee well-being by reducing commuting and work-family conflict (Junça Silva & Lopes, 2025; Simbolon & Sihombing, 2025; Dewi et al., 2025). These benefits suggest that hybrid work can strengthen employee outcomes when flexibility enables employees to exercise greater control over their work and personal responsibilities. Nevertheless, flexibility alone cannot ensure well-being. Dale et al. (2024) demonstrate that healthy hybrid work depends on workload, communication, managerial support, and the quality of flexibility provided. Indeed, Boikanyo (2026) argues that poorly managed flexibility can produce an "always-on" culture, blurring work and personal boundaries. Similarly, Dara et al. (2025) and Nurjaman et al. (2026) associate inadequate organizational support with burnout and hybrid-work fatigue. Thus, the central issue is not whether organizations adopt hybrid work, but how they design and manage it.

Organizational support emerges as a decisive mechanism shaping these outcomes. Ayaz et al. (2025) show that perceived organizational support mediates the relationship between remote work and employee well-being, while Liu et al. (2025) demonstrate that hybrid HRM can improve well-being when employees' needs for autonomy, competence, and relatedness are addressed. Hybrid work therefore requires more than technological access; it requires supportive HR practices, appropriate workloads, training, feedback, inclusion, and employee participation. Leadership is equally important. Willett et al. (2024) found that leader communicative support can strengthen engagement and well-being, while Suengkamolpisut and Singhatong (2025) emphasize adaptive leadership, trust, emotional intelligence, and proactive communication. These findings challenge the assumption that physical distance can be effectively managed through digital monitoring alone. In hybrid settings, effective leadership increasingly depends on trust, communication, psychological support, and relationship-building rather than direct supervision.

The implications for organizational commitment are particularly significant. Kumari and Gujral (2026) found that hybrid work can strengthen continuance commitment through autonomy, flexibility, and cost savings, but may simultaneously weaken affective commitment by reducing social capital and workplace connection. This distinction suggests that employees may remain with an organization because hybrid work is convenient without necessarily developing a strong emotional attachment to it. Islaha and Kadiyono (2023) similarly demonstrate that organizational well-being contributes substantially to organizational commitment, particularly affective commitment. Hence, retaining employees through flexibility is insufficient unless organizations also cultivate belonging, recognition, and organizational identity. The same tension is evident in employee engagement and satisfaction. Studies indicate that autonomy, flexibility, and trust can improve engagement and satisfaction, whereas isolation, exclusion, and weak supervisory support can undermine them (Rahman, 2025; Roja, 2026; Shijimol, 2025). Organizational culture consequently becomes critical. Nurjaman (2024) and Marozva and Pelser (2025) show that hybrid arrangements can weaken social well-being when opportunities for connection, informal interaction, and belonging are not deliberately maintained. Organizations must therefore compensate for reduced physical interaction through purposeful team engagement and inclusive cultural practices.

Technology further reinforces this conditional relationship. AI, virtual collaboration, and digital platforms can improve productivity and well-being, but excessive technology use may generate cognitive overload, surveillance concerns, privacy risks, and digital fatigue (Barik et al., 2025; Haris et al., 2026). Technology should therefore function as an enabler of hybrid work rather than a mechanism for extending work demands. Overall, the evidence supports a contingency perspective: hybrid work produces positive or negative outcomes depending on organizational design and implementation. Its advantages in flexibility, productivity, and work-life integration can be undermined by burnout, isolation, digital exhaustion, and declining affective commitment when support systems are weak. Therefore, hybrid work should be treated not merely as a work-location arrangement but as a strategic HRM system requiring supportive leadership, manageable workloads, clear boundaries, psychological safety, effective digital infrastructure, social connection, and employee participation.

1. Major Findings

The findings of the review indicate that hybrid work significantly enhances employees' flexibility and autonomy by reducing commuting time, increasing control over work schedules, and enabling better integration of professional and personal responsibilities. Studies by Junça Silva and Lopes (2025), Simbolon and Sihombing (2025), and Dewi et al. (2025) support the argument that hybrid work can contribute positively to employee well-being and productivity when it is implemented through well-structured organizational policies and adequate support mechanisms.

The review further reveals that the relationship between hybrid work and employee well-being is complex and multidimensional. While hybrid work can reduce stress by promoting flexibility and work-life balance, it may also intensify stress when employees experience blurred boundaries, continuous availability, excessive digital communication, and work overload. Boikanyo (2026), Dara et al. (2025), and Nurjaman et al. (2026) highlight that poorly managed hybrid work arrangements may result in burnout, fatigue, and psychological strain. This suggests that hybrid work outcomes depend largely on how organizations regulate workload, communication expectations, and employee recovery time.

Organizational support emerged as a critical determinant of successful hybrid work implementation. Employees are more likely to experience positive well-being outcomes when they perceive that their organization provides emotional support, technical assistance, role clarity, recognition, and flexibility. Ayaz et al. (2025), Dara et al. (2025), and Liu et al. (2025) emphasize that perceived organizational support and hybrid HRM systems play a central role in strengthening employee well-being. These findings indicate that hybrid work should be embedded within broader human resource practices rather than treated as a standalone flexibility policy.

Leadership communication was also identified as a significant factor influencing employee engagement and well-being in hybrid work settings. Flexible work arrangements alone are insufficient to ensure positive employee outcomes. Employees require leaders who communicate clearly, provide regular feedback, promote inclusion, build trust, and maintain psychological connection across physical distance. Willett et al. (2024) found that leader communicative support enhances employee engagement and well-being in flexible work arrangements. This highlights the need for organizations to develop leadership capabilities suited to hybrid work environments.

The findings also suggest that hybrid work has a dual effect on organizational commitment. Hybrid work may strengthen continuance commitment because employees value convenience, autonomy, flexibility, and cost savings. However, it may weaken affective commitment when reduced face-to-face interaction limits social capital, emotional attachment, and workplace belonging. Kumari and Gujral (2026) highlighted this tension by showing that hybrid work can enhance continuance commitment while simultaneously threatening affective commitment. This implies that organizations must go beyond retention through flexibility and actively cultivate emotional connection and organizational identification.

Employee well-being was found to be closely associated with organizational commitment. Islaha and Kadiyono (2023) reported that organizational well-being significantly influences affective, continuance, and normative commitment, with the strongest effect on affective commitment. This finding indicates that employees who experience a healthy and supportive organizational environment are more likely to develop emotional attachment and long-term commitment. Therefore, organizations aiming to enhance employee commitment must prioritize well-being as a strategic organizational concern.

The review also indicates that hybrid work can improve productivity, although such improvement is dependent on role clarity, digital infrastructure, employee discipline, managerial support, and effective communication systems. Simbolon and Sihombing (2025), Rahman (2025), and Godbole and Bijagare (2026) suggest that hybrid and remote work arrangements can enhance productivity when employees are provided with appropriate technological resources, clear performance expectations, and supportive supervision. Thus, productivity in hybrid work is not merely a result of flexibility but of effective organizational design. At the same time, hybrid work may negatively affect social well-being and organizational belonging. Marozva and Pelser (2025) found that hybrid work can undermine social well-being

among academics, while Nurjaman (2024) emphasized the role of corporate culture in shaping employee well-being in hybrid and remote work models. These findings indicate that reduced physical interaction may weaken informal communication, peer support, team identity, and cultural attachment. Organizations must therefore deliberately create opportunities for social interaction, collaboration, and cultural reinforcement in hybrid workplaces.



Figure 3: *Mind map illustrating the key recommendations and future research directions*

Technology was identified as both an enabler and a potential risk factor in hybrid work environments. Digital tools, artificial intelligence, virtual reality, and generative AI can enhance communication, collaboration, productivity, and job satisfaction, as reflected in the studies of Barik et al. (2025) and Haris et al. (2026). However, excessive dependence on technology may increase cognitive load, privacy concerns, surveillance pressure, and digital fatigue. This suggests that technology should be implemented in a human-centered manner, ensuring that digital systems support rather than intensify employee work demands. Overall, the findings demonstrate that hybrid work requires a strategic human resource management approach. It should not be viewed merely as a flexible work arrangement but as an integrated organizational model that affects employee well-being, commitment, productivity, engagement, and organizational culture. Effective hybrid work implementation requires supportive HR policies related to communication, performance management, leadership development, psychological safety, mental health, digital ergonomics, inclusion, and employee well-being. Therefore, the success of hybrid work depends on the ability of organizations to convert flexibility into sustainable employee fulfilment and organizational commitment.

4. Recommendations

Organizations should formulate well-defined hybrid work policies that clearly specify office days, remote work expectations, communication protocols, response-time norms, performance standards, and availability boundaries. Such

clarity can minimize ambiguity, reduce work-related stress, and prevent the development of an "always-on" work culture that often contributes to burnout and psychological fatigue. Organizations must also strengthen perceived organizational support by providing employees with emotional, technical, and managerial assistance. This may include regular employee check-ins, access to mental health support, suitable digital tools, ergonomic guidance, flexible scheduling options, and equitable workload distribution. When employees perceive that their organization values their contribution and cares for their well-being, they are more likely to remain engaged, productive, and committed.

Leaders and managers should be equipped with hybrid leadership competencies. In hybrid work environments, leadership requires clear communication, emotional intelligence, trust-building, inclusive supervision, and the ability to maintain psychological safety across physically dispersed teams. Managers should move beyond a narrow focus on monitoring work output and instead emphasize connection, motivation, collaboration, and employee support. Organizations should actively protect employees' work-life boundaries by discouraging unnecessary after-hours communication, minimizing excessive virtual meetings, and encouraging employees to disconnect after working hours. Establishing digital disconnection norms can help reduce burnout, improve recovery time, and support long-term employee well-being.

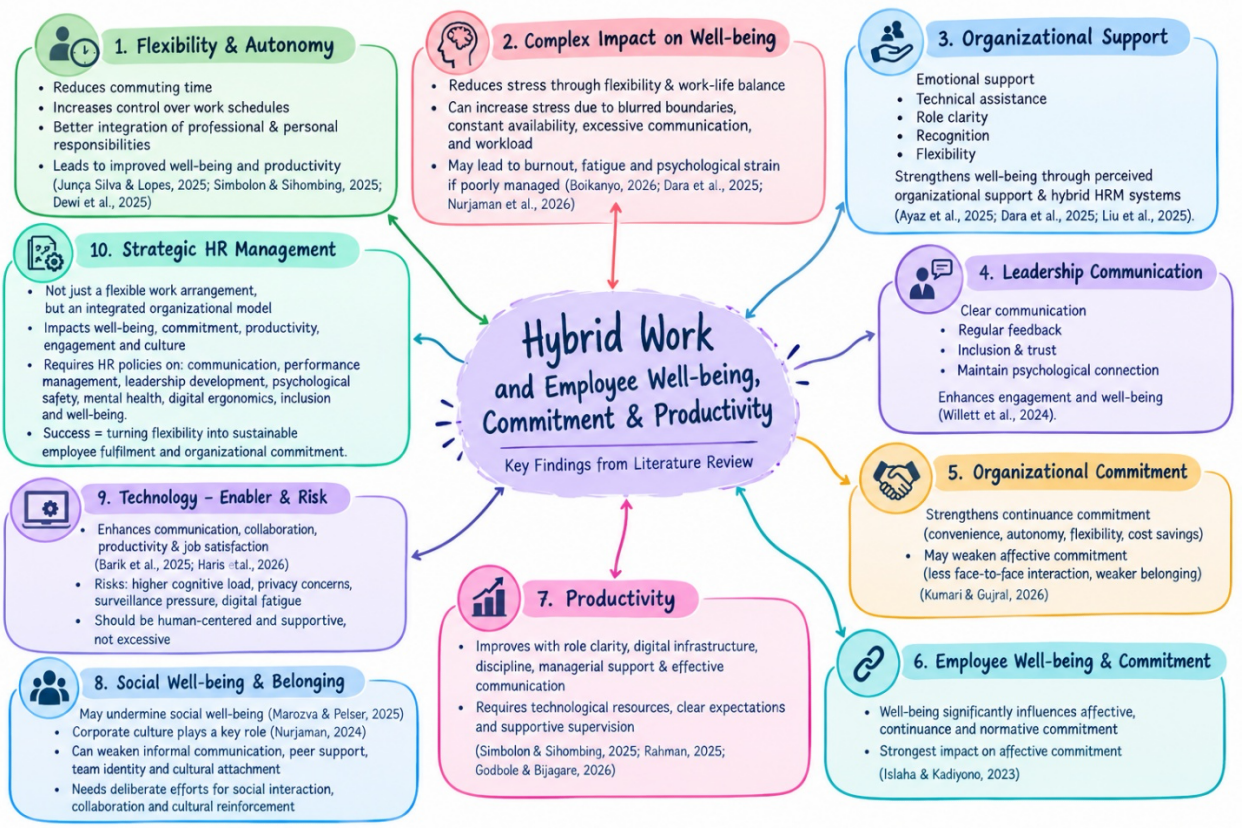


Figure 2: *Mind Map Illustrating the Major Findings on Hybrid Work, Employee Well-being, Organizational Commitment, and Productivity*

To strengthen affective commitment, organizations should create meaningful opportunities for social interaction, inclusion, and workplace belonging. Hybrid employees should be actively included in meetings, recognition programs, training sessions, mentoring initiatives, celebrations, and informal team interactions. Such practices can reduce emotional distance and help employees maintain a stronger psychological connection with the organization. A balanced and outcome-oriented approach to performance management is also necessary. Rather than evaluating employees on the basis of physical presence, organizations should focus on measurable outcomes such as quality of work, responsibility, collaboration, innovation, and goal achievement. Performance evaluation systems should be fair and consistent for both remote and office-based employees to minimize proximity bias.

Employee well-being initiatives should be formally integrated into hybrid work policies. These initiatives may include mental health counselling, wellness sessions, stress-management programs, ergonomic awareness, physical activity initiatives, and workload review mechanisms. Well-being should be treated as a strategic organizational priority rather than an optional employee benefit. Organizations should also ensure the responsible use of technology in hybrid workplaces. Digital platforms, artificial intelligence, virtual reality, and generative AI tools can improve productivity and reduce repetitive work, but they should not be used in ways that increase surveillance pressure, digital exhaustion, or employee anxiety. Employees should receive adequate training in the effective use of digital tools, while organizations must ensure data privacy, transparency, and ethical technology adoption.

Special attention should be given to women employees, caregivers, and employees with family responsibilities. Hybrid work can support work-life balance, but only when policies are inclusive, equitable, and sensitive to employees' diverse personal responsibilities. Flexible work arrangements should therefore be designed in a manner that promotes equality, inclusion, and employee retention. Organizations should make deliberate efforts to preserve and strengthen organizational culture in hybrid settings. Shared values, communication rituals, team meetings, recognition practices, collaborative projects, and visible leadership involvement can help employees remain connected to the organization. In hybrid workplaces, culture must be intentionally developed and sustained rather than assumed to emerge naturally.

For future research, more sector-specific and longitudinal studies are required. Existing studies are largely concentrated in IT, services, public administration, and telecommunications. Future research should examine hybrid work in higher education, healthcare, manufacturing, banking, small enterprises, and other organizational contexts. Longitudinal studies are also needed to determine whether hybrid work strengthens or weakens employee well-being and organizational commitment over time. Future researchers should further examine the distinct effects of hybrid work on affective, continuance, and normative commitment. Since hybrid work may enhance continuance commitment while weakening affective commitment, future studies should explore how organizations can retain employees not only through flexibility and convenience but also through emotional attachment, shared identity, and organizational belonging. In conclusion, hybrid work has strong potential to create a more flexible, healthy, and productive workplace. However, this potential can be realized only when hybrid work is supported by robust HR systems, effective leadership, organizational support, ethical technology use, and a culture of trust. The central challenge for organizations is to transform flexibility into genuine fulfilment by ensuring that employees remain productive, healthy, engaged, socially connected, and emotionally committed to the organization.

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