

"Redefining Workspaces- A Literature Odyssey Into Hybrid Work Models And Employee Excellence"

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Abstract

Flexibility in the workplace has been described as the use of remote and in-office working arrangements known as hybrid work models in the current world. To this end, this paper undertakes a literature review to assess the history and consequences of the hybrid work arrangement in different facets, namely the performance, technology, and approach of workers. For the identified concerns, this review presents benefits that might be related to virtual work including work-life balance and autonomy, and dissimilarities as miscommunication, loneliness, and safety risks. The focus of this study lies on employee experiences and flexibility, as well as the leadership, technology, and such policies to support hybrid work effectiveness. Several areas that require further investigation are discussed, namely, long term impacts, sector-specific studies and demographic variations. Thus, this review offers direction for future research and applicable recommendations for enhancing organizations' setup and properly functioning multi-sited, virtual environments for continuous development.

Keywords: Hybrid Work Models, Employee Performance, Technology and Infrastructure, Organizational Strategies and Work-Life Balance

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I. Introduction

Background of the Topic

Hybrid work culture has come to be understood as one of the avant-garde trends of work culture that enable harmonized in-office and remote working. This model has been popular in recent times due to the COVID-19 pandemic which forced most organizations internationally to adopt flexible working conditions that include working from home. With the shift of organizations towards adopting a hybrid model, they strived to provide organizational efficiency, employee contentment, and organizational effectiveness.

Bengaluru also known as the 'Silicon Valley of India' is a city that hosts technology, startups and multinational companies. The city experienced a rapid evolution in flexible working model altogether thanks to the workforce that it has and industries that it houses. In this regard, the hybrid work model is not only an adaptation of the external shocks and changes but also an effective tool for inspiration and organization management and talent attraction.

Hybrid work culture is now more prevalent but bring some new concerns such as how to engage the employees, how to manage productivity and how to address the equity and inclusion aspects within it. This is why there is a need to study the effects of hybrid work models on employee's job performance, especially given the ever-shifting nature of workplaces in cities like Bangalore.

Significance of the Review

The review of literature on hybrid work culture is vital for several reasons:

- i. **Organizational Decision-Making:** Hybrid work has become common in today's organizations, and it gives organizations practical evidence in how to create and implement hybrid work policies that can increase employee performance.
- ii. **Employee Well-Being:** The effect of hybrid work on the health, well-being, work-life balance, and levels of job satisfaction matter much when devising strategies that target a healthy workflow.
- iii. **Policy Implications:** Thereby, the conclusions can be useful for policy making and the development of comprehensive frameworks for professionals who are responsible for human resources, which recognize advantages and disadvantages of implementing a flexible working model.

iv. **Academic Contribution:** The review provides insights on what other areas may still be lacking in the research works being done on the culture of hybrid work as an academic topic.

As flexible working models, and especially a hybrid working model, are taking more ground on a global level in recent years, this review offers the base from which its effects and its effectiveness for workers and organizations can be further profound and enhanced.

Objectives of the Review

The key objectives of this review are:

1. To explore the evolution and adoption of hybrid work culture in organizations, particularly in Bangalore.
2. To study the effect of hybrid work models in relation to job performance, engagement, job satisfaction and performance of organizations.
3. To identify the challenges and benefits associated with hybrid work culture from the perspective of employees and employers.
4. To explore how leadership and organizational strategies for a transition to hybrid work are supported by technology.
5. To point at the deficiencies of the current state of knowledge in the field, and indicate the directions for further research.

Scope of the Review

The scope of this review is focused on the following aspects:

- i. **Geographical Scope:** Particularly, the review focuses on the works and empirical results that are related to Bangalore City, as this location differs by the character of work culture and industry distribution.
- ii. **Thematic Scope:** Of special interest is the hybrid work model, its structural and functional characteristics, and its impact on the employee job performance.
- iii. **Temporal Scope:** This assessment focuses on papers published in the last 10 years with a focus on the post COVID-19 world due to change in working culture.
- iv. **Stakeholder Focus:** This is in addition to perceptions entertained by employees, managers, and leaders of the organization providing a cross-sectional account of the culture of hybrid work.

This approach guarantees not only the qualitative richness of the review when it comes to the understanding of the hybrid work culture but also the methodological preparation needed for the construction of the subsequent recommendations pertinent to the use of online working environments for the context of Bangalore City.

Theoretical Framework

A sound theoretical context is established for the analysis of the relationship between hybrid work arrangements, performance, and organizational behaviour. This section reviews theory from the field of work, job performance, and organizational behaviour and clarifies how the general idea applies to the hybrid work culture.

II. Theories Related To Work

Job Demands-Resources (JD-R) Model

In JD-R model, it is assumed that every job contains demands such as work load, time pressure and resources such as social support, decision authority that effects the employee's well-being and performance. These demands and resources are usually transformed by these work arrangements in hybrid work models. For example:

- **Increased Autonomy:** Flexibility of working in this manner allows employees to work when it most suitable to them and improving resources.
- **Higher Demands:** Hybrid working, which implies that some employees are in the office while others are working remotely means that certain stressors come with the territory.

The JD-R model elucidates how work ensembles that are characterized by a hybrid employment of core and telework can either act as resources to buffer burnout or as demands that exacerbate stress.

Self-Determination Theory (SDT)

More specifically, Auto-motive SDT highlights three psychological needs for necessitating intrinsic motivation to work and job satisfaction – autonomy, competence, and relatedness. Hybrid work aligns with SDT by:

- **Promoting Autonomy:** Employees can choose where and how to work.

- **Fostering Competence:** Hybrid models often involve digital tools and up skilling opportunities.
- **Challenging Relatedness:** That work in support of remote work aspects of hybrid models may pose challenges to interpersonal interactions which may need regular interventions on how best the team cooperates.

III. Theories Related To Job Performance

Goal-Setting Theory

This theory posits that difficult, but well-defined targets yield better performance. Hybrid work environments necessitate clear goal-setting to ensure alignment and productivity, particularly when employees operate in decentralized settings.

- Managers in hybrid models must set precise and measurable objectives to counteract potential communication barriers.
- Frequent feedback and progress tracking become essential to maintain motivation and accountability.

Social Exchange Theory (SET)

SET focuses on the reciprocal relationships between employees and organizations, where mutual trust and support lead to higher performance.

- In hybrid models, organizations can foster trust by offering flexibility, while employees reciprocate with enhanced productivity and commitment.
- Mismanagement of hybrid policies, such as inequities between remote and in-office workers, may erode trust and negatively impact performance.

Theories Related to Organizational Behaviour

Two-Factor Theory (Herzberg's Motivation-Hygiene Theory)

This theory categorizes job factors into motivators (e.g., recognition, responsibility) and hygiene factors (e.g., policies, work conditions). Hybrid work culture connects to this theory as follows:

- **Motivators:** The flexibility and autonomy of hybrid models can enhance job satisfaction.
- **Hygiene Factors:** Poor infrastructure, ineffective communication, or lack of clear hybrid policies may lead to dissatisfaction.

Equity Theory

Equity theory states that employees seek fairness in their input-output ratios compared to peers. In hybrid models, perceived inequities can arise if:

- Remote workers feel excluded from in-office perks or opportunities.
- On-site employees perceive remote work as less demanding or privileged. Addressing these inequities is crucial to maintaining morale and performance.

Organizational Support Theory (OST)

OST highlights that employees perform better when they perceive their organization as supportive.

- Hybrid work culture requires active support, such as providing the right technological tools, creating inclusive communication channels, and addressing individual needs.
- The employees who receive support at the workplace will most probably show better results in the use of their energy and effort.

Connecting Theories to Hybrid Work Models

Hybrid work models are a confluence of traditional and remote work paradigms, creating new dynamics that align with and challenge these theories:

- Work Theories:** Organizational hybrid systems influence the distribution of calls and resources, self-organization, and social relations immediately.
- Job Performance Theories:** Performance depends with the extent to which goals are established, trust weedy, and equal treatment is provided.
- Organizational Behaviour Theories:** In order to implement hybrid work, two key issues are important, the ability to engage employees, and follow the principles of fairness and support.

Combined, these kinds of theories offer a framework through which a fluid accommodation of work designs to generate optimum working and organizational efficiency can then be viewed and applied. Thus, the research receives a firm conceptual framework within which the investigation of the dynamics of hybrid work culture can be carried out.

IV. Methodology Of The Review

The method used was systematic, since the study aimed at achieving the research objectives in the most efficient manner and identifying all the relevant research with relation to the subject under discussion.

Defining *selection criteria* was proceeded in order to include only those studies which would be most relevant and of the highest quality. Papers were chosen according to its relevance to the major topics of concern in the hybrid work culture context, namely, job performance and organizational behaviour. Publishers' informational websites, journal articles, books, conference papers, and other trustworthy industry papers were given preference. In terms of area of specialization, the review focused on studies conducted in Bangalore or similar urban centre while general ideas were also included for the purpose of comparing the city with other global cities. The process of selecting studies highlighted the works from the last ten years (2013–2023) with a special focus on the works produced after the COVID-19 pandemic as the work models have changed radically during this time. Only studies published in English were considered. Exclusions were made for studies exclusively on traditional or fully remote work models, those with limited access to full texts, or research with inadequate methodological rigor.

The *sources of literature* were diverse to ensure a robust foundation. Academic databases such as Google Scholar, Scopus, PubMed, and Web of Science were extensively used for peer-reviewed articles and interdisciplinary studies. Industry reports from organizations like McKinsey & Company, Deloitte, PwC, and regional entities like NASSCOM provided practical insights into hybrid work trends. Grey literature, including white papers and policy briefs, was also reviewed for additional context. Key journals referenced included *Journal of Organizational Behaviour*, *Human Resource Management Review*, and *Work, Employment & Society*, among others. Besides, Organization behaviour and the flexible work model, books and other authoritative texts supported the review.

A *structured approach* was adopted to analyze the literature. Some of the keywords adopted for the search include; hybrid work culture, employee performance, flexible work models in Bangalore, Boolean operators (AND, OR) and advanced filters. These articles were grouped thematically, for example, potential overall production rates, potential effects on the worker, or potential effects on the business strategy in a hybrid working model. The iterative and Systematic process also made it positive that the review captured relevant trends, challenges and gaps in the existing literature adequately.

Key Themes in Literature

Understanding Hybrid Work Models

There has been some change in approaches to what is known as Hybrid work model involves in office and remote work to improve flexibility in work situations (Allen et al 2015). Classic telecommuting literature focused on the ability of telecommuting to lessen travel time and self-management, which formed the basis for current hybrid arrangements (Bailey & Kurland, 2002). After the pandemic, On-demand or work from hybrid model become a tactical solution responding to the demands of the workforce and organizational requirements (Gartner, 2021). Sardeshmukh et al. (2012) explored the two-fold advantages and disadvantages of teleworking asserting the convenience increases work related involvement while at the same time results in exhaustion if there is poor separation between work and self. Some recent works show the different hybrid architectures, for example the remote-first or the office-centred architecture as well as the architecture designed for specific sectors or professions (Sharma & Gupta, 2021). Moreover, the flexibility of work from hybrid has also brought changes in organization structure, therefore flexibility becomes the new compass of satisfactory and productivity among employees (PwC 2022).

Impact of Hybrid Work on Employee Performance

This is to mean that different models of hybrid work affect employee's performance in different ways. Workplace flexibility thus enriches the nature of employment and enhances productivity especially where individual concentration is necessary (Golden & Veiga, 2005). Another advantage is work and family conflicts because an employee is able to handle family and organizational demands effectively (Gajendran, Harrison 2007). But issues such as the following decrease performance: The major ones include; isolation, poor or inadequate communication, and work-life balance issues (Ter Hoeven & Van Zoonen, 2015). As reported by Bloom et al., (2015), hybrid work should be managed systematically to minimize these negative effects, as well as by using effective communication policies as well as equitably distributing resources. Also, task interdependence makes hybrid team dynamics challenging, as some workers may perceive fewer interdependence chances (Carter et al., 2022). It is suggested that outcome-based performance evaluations should be used in order to promote equity in remote and in-office environments (Meijerink et al., 2018).

The part of Technology and Infrastructure

It is clear that to be able to achieve effective hybrid work, technology is a center-stage factor. Cross

collaboration platforms such as Microsoft Teams, or Slack have become almost indispensable in today's distributed environments (Olson et al., 2014). By enabling the availability of organizational resources at different locations; cloud computing support business continuity (Maruyama & Tietze, 2012). Security measures become even more significant in the current OR hybrid work increases the likelihood of breaches in an organization (Deloitte, 2021). More concerning, though often the subject of contention, are the tools used to monitor employees for improved output and compliance with organizational norms and rules (Choudhury et al., 2020). This level is important as hybrid work necessitates flexibility to emerging technologies, especially digital competence of workforce and managers (DeFilippis et al., 2020).

Employee Perception and Adaptability

Understanding Personal Perception and Change Readiness is central to organizations that wish to embrace work in the hybrid environment. Several workers prefer the telework arrangements and flexibility offered by the hybrid models to improve their job satisfaction (Kossek et al., 2006). Still, not everyone is quick to accept change; employee's generational backgrounds, as well as the differences in tech savviness play the deciding roles at this phase (Spivack et al., 2021). Some workers resist the move to hybrid work models because of issues concerning career exposure and interaction with others (Golden et al., 2006). Another factor is trust in that hybrid work's flexibility requires reasonable levels of performance without constant supervision, so trust establishes such relations between employees and employers (Ng, 2021). It is crucial to have adequate training with aspects of digital literacy and change management, to support the change when is needed (Wang et al., 2020).

Organizational Strategies for Hybrid Work Success

Hybrid work requires organizations to develop strong measures to ensure gains from it are achieved. It is recommended that there is clear specification of expectations regarding teleworking and going to the office to minimize ambiguities and increase responsibility (Baruch, 2000). Because teams are geographically dispersed, virtual and face-to-face meetings should be carried out on a continual basis (Felstead & Henseke, 2017). There is also a need for organizations to focus on the welfare of employees, by offering options like flexi time, or even covering for professional wellness programs that may serve to address Employee burning out (Henderson et al., 2021). Supervisory support is beneficial in promoting first-line managers' commitment to creating a culture that accepts working from remote locations (Tomas et al., 2022). Last, the output measures that concentrate on the performance accomplishment more than the time dedicated to work can help maintain equity and foster productivity in blended conditions (Biron et al., 2021).

Research Gap Identified

Indeed, the literature on hybrid work models identifies several questions that still remain unanswered. Effects of hybrid work on its workers and the overall organization are, however, ambiguous due to a shortage of research assessing the long-term presence of hybrid work. Also, little research has been done on how the hybrid models work in various industries due to the diverse organizational structures and characteristics, and differing roles and needs of employees in different fields including health care, production, and education. Team outcomes such as, team dynamics, cohesion, and collaboration on the other hand we continue to observe scanty research done with regards to their relationship with hybrid work. Additionally, more research is required on leadership behaviours that involve adaptation to such hybrid work environments especially on how leaders can ensure workplace diversity, and fair treatment between those working from home as well as those working from the office.

Another area, where hybrid work adds uncertainty, is the impact on DEI; surprisingly, there is little research done to analyze how hybrid work helps to minimize or increase disparities. There are also several missing links regarding the purpose of digital literacy and technology, more specifically how digital divide and digital literacy impact the success of a model that combines both traditional and teleworked procedures. Some of the effects mentioned include social exclusion, stress, and fatigue, but beside the latter, the authors have given them a short discussion. The above gaps include but are not limited to lack of concrete metrics for evaluating employee productivity particularly in blended settings; lack of adequate metrics for evaluating written and graphic works of employees in blended settings; and lack of clear frameworks for assessing employees' performance especially where employees are expected to use their creativity or participate in group development activities.

It generally can be considered that work from home helps to save environment through minimizing the commutation, but concrete positive effects of hybrid work on sustainability are still difficult to quantify. Concerning other essential antecedents of knowledge sharing, as organizational culture and, thus, work-related identification with formal company values, as well as the establishment of informal communication networks within the framework of hybrid work, many questions currently remain unanswered. Additionally, much

research has not been done regarding, how organizations, employees and customers in general, receive and manage the new phenomenon of hybrid work within different categories such as age, gender or socio-economic status. There are also few publications that explored the topic of hybrid work in emerging economies in which infrastructural and cultural conditions are quite different from those in developed countries. Finally, there is a relative lack of focus on the organisational and public policies that can contribute to the effectiveness of the promotion of hybrid work models. Closing these gaps will further improve the knowledge about new conditions of the hybrid work.

V. Discussion And Implications

This particular review discusses the changes in Hybrid work structures and the various effects that such structures have on employees and other organizations. Flexibility has become one way to maintain productivity, thus the concept of hybrid work emerged, but then again, flexibility has hitches. From a conventional angle, racially merging work-derived opinions like Herzberg's Two-Factor theory or Social Exchange theory helps in predicting employee motivation and organisational behaviour for such organisations. The relation between the flexibility of the workers and the supports provided by the organizations and the technology platform indicates the importance of the hybrid work model design.

Implications for Organizations:

- i. **Strategic Planning:** Companies need to purchase pliable capital equipment, networks, and development courses to ensure that knowledge and movement of people shifts efficiently from distant to physical workplaces.
- ii. **Leadership Development:** Managers need to manage equitably with no discrimination of the employees no matter where they are situated.
- iii. **Employee Well-Being:** It is equally important for organizations to work on mental health by resonating policies that will promote this and also encourage people to be more encouraged.
- iv. **Performance Measurement:** The management needs to create strong as well as adaptable measurement to assess employees' performance within the ever-changing new normal.
- v. **DEI Initiatives:** The new timely form of work can pose gains for diversity and inclusion, but practices have to be developed in a way that expands work resources for minority groups.

Implications for Research:

These gaps are evident in the long-term effects, industry and demographic characteristics, and thus call for more detailed investigations. Studies should extend to new forms of hybrid working designs that are sector/industry and culturally specific as well as investigating psychological and social aspects of new forms of working.

VI. Conclusion

The hybrid work model is a revolutionary shift in the concept of work provides numerous chances to increase adaptability, employee satisfaction, and productivity. But it comes with its own issue of equity, technology adoption, and management of the team that will be implementing the project. Hence, this review points out the practice requires synergy and a strategic approach towards the implementation of the hybrid work model among organizations. Closing leadership adaptation, performance metrics, and possible DEI issues can allow organizations to transition toward a definitive form of remote/hybrid work successfully.

The review also found it important to focus on research studies addressing consequences of the hybrid work paradigm on organizational culture, employee well-being, and performance in the future. Therefore, considering the further development of the concept of work, it is crucial to improve and study hybrid work models more effectively.

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