



Managing Hybrid Work in the IT industry: Challenges, opportunities and Employee Well-being and performance

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Abstract

Hybrid work has become an important part of the transformation of the IT industry, changing how organizations manage communication, collaboration, workloads and employee performance. However, existing research shows mixed findings about its effects, creating a need for a clearer understanding of how IT organizations can manage hybrid work while supporting both employee well-being and performance. This study critically examines the management of hybrid work in the IT industry and its effects on employee well-being and performance. A qualitative Critical Narrative Literature Review was conducted using recent academic research and was guided by the Job Demands–Resources (JD-R) model. The findings show that hybrid work can offer flexibility, autonomy and improved work-life balance, but it can also create challenges such as high workloads, isolation, communication difficulties and technology-related pressure. The study contributes by linking management practices with job demands and job resources and employee outcomes. It also identifies practical strategies such as clear communication, workload management, supportive leadership and suitable technology support. Future research should explore these issues further across different IT roles and organizational contexts.

Table of Contents

Introduction	5
Hybrid Work and Transformation in the IT Industry	5
Employee Well-being and Performance in Hybrid Work	6
Research Gap and Focus of the Study.....	7
Research Aim:.....	8
Research Objectives:.....	8
Research Question:	8
Significance of the Study	8
Literature Review.....	9
Theoretical Perspective.....	9
Conceptual Framework.....	11
Figure 1: Conceptual Framework for Managing Hybrid Work in the IT Industry	12
Critical Literature Review	14
Hybrid Work, Management Practices and the Transformation of IT Work.....	14
Hybrid Work, Employee Well-being and Employee Performance.....	17
Methodology	20
Research Philosophy	20
Research Approach	21
Literature Search and Selection.....	21
Data Analysis and Synthesis.....	22
Ethical Considerations.....	22
Limitations of the Methodology.....	23
Findings and Discussion	24
Transformation of Management Practices in Hybrid IT Workplaces	24

Challenges and Opportunities for Employee Well-being and Employee Performance....	25
Actionable Management Strategies for Hybrid IT Workplaces	26
Integrated Discussion.....	27
Conclusion and Recommendations.....	28
Summary of Key Findings.....	28
Theoretical and Managerial Implications.....	29
Limitations, Recommendations and Future Research	30
References:.....	31

Introduction

Hybrid Work and Transformation in the IT Industry

Hybrid work has become an important part of the modern workplace. It generally involves employees dividing their working time between the office and another location, usually their home. Remote working increased significantly during the COVID-19 pandemic, and many organizations continued to use flexible and hybrid arrangements afterwards (Ferrara et al., 2022; Smite et al., 2023). This represents an important change in how work is organized, especially in industries where digital technologies allow employees to work from different locations. Research shows that hybrid work can provide flexibility and independence, but it can also create challenges related to work organization, communication and employee well-being (Ferrara et al., 2022; Dale et al., 2024). Oakman et al. (2022) also found that employees' experiences of working from home were influenced by work organization, management support, communication and working conditions. Therefore, the move towards hybrid work involves not only where employees work but also how work is managed and supported.

The IT industry provides an important context because many IT roles depend on digital technologies and can be carried out across different locations. Software development, information systems and other technology-related tasks can often be completed without employees being physically together. Research in the software industry shows that working from home has affected project management, communication, coordination and software engineering activities (Nguyen-Duc et al., 2024). Santos, de Magalhães and França (2024) found that hybrid work could provide software professionals with benefits such as comfort, privacy, family time and perceived productivity, while also creating challenges such as infrastructure problems and reduced communication. These findings show that hybrid work can create both opportunities and challenges for IT employees and organizations.

Transformation also affects management practices. Managers need to coordinate employees across different locations while maintaining communication, teamwork and performance. Nguyen-Duc et al. (2024) highlights the importance of communication, collaboration and coordination in software work, while Santos et al. (2024) show that work-life balance, social interaction, project requirements and organizational strategies can influence hybrid working. Loncar et al. (2025)

further highlight differences between manager and employee perspectives in the IT sector. Therefore, managing hybrid work requires attention not only to employees' location but also to workload, communication, support and team requirements.

Employee Well-being and Performance in Hybrid Work

There is continuing debate about whether hybrid work creates more benefits or challenges for employees and organizations. Bloom et al. (2024), in a six-month study of 1,612 employees in a Chinese technology company, found that hybrid working increased job satisfaction and reduced employee quit rates without significantly reducing performance. However, these findings come from one technology company and should not automatically be generalized to all IT organizations. Other research identifies challenges including communication difficulties, reduced social interaction, work-life boundary problems and unsuitable working conditions (Ferrara et al., 2022; Oakman et al., 2022). Therefore, hybrid work appears to produce different outcomes depending on how it is organized and managed.

Employee well-being is an important outcome because hybrid work can affect employees' physical, psychological and work-related experiences. In this study, well-being includes factors such as stress, job satisfaction, work-life balance and workplace support. Flexibility and autonomy can benefit employees, but hybrid and remote working may also create isolation, work pressure and difficulties separating work from personal life (Ferrara et al., 2022; Oakman et al., 2022). Similarly, Dale et al. (2024) identified both positive and negative effects in relation to health, work-life balance, engagement and effectiveness.

Employee performance is also important and is considered in terms of productivity, task performance and work engagement. Evidence remains mixed: Bloom et al. (2024) found no significant negative effect on performance, while Toscano et al. (2025) showed that job performance could vary across home and office working within hybrid arrangements. This suggests that performance depends partly on work design, employee support and the management of job demands and resources.

The relationship between well-being and performance creates an important management challenge. Managers need to provide flexibility while ensuring that work is completed effectively, considering factors such as communication, workload, technology and work-life boundaries

(Oakman et al., 2022; Ferrara et al., 2022). In the IT sector, flexible working hours, communication, technology and the working environment can also influence employee well-being and job satisfaction (Babu and Suhasini, 2024). Therefore, the key issue is not whether hybrid work is simply good or bad, but how it can be organized to reduce unnecessary demands while supporting positive employee and organizational outcomes.

Research Gap and Focus of the Study

Employees and managers may also have different views about hybrid work. Employees may appreciate flexibility and having more control over where they work, while managers may be more concerned about communication, teamwork and performance. Bloom et al. (2024) showed an example of this difference in their study. Before the study, managers expected hybrid work to reduce productivity. However, the results showed no negative effect on performance, and managers became more positive about hybrid working after the study. This suggests that management decisions about hybrid work should be informed by research evidence and employees' experiences rather than assumptions.

Previous studies have examined hybrid and remote work in relation to employee well-being, job satisfaction and performance. Ferrara et al. (2022) reviewed research on remote work, employee performance and well-being, while Santos, de Magalhães and França (2024) and Santos et al. (2024) examined hybrid work in software and IT settings. However, the existing literature is relatively fragmented, with studies often focusing on outcomes or aspects of hybrid work. There is a need for a more integrated management perspective that considers how IT organizations can manage hybrid work while supporting both employee well-being and employee performance. Therefore, this study focuses specifically on the IT industry and examines how management practices can shape the challenges and opportunities created by hybrid work.

The study mainly focuses on how hybrid working is changing management practices. It uses the **Job Demands-Resources (JD-R)** perspective to examine how management practices can affect the job demands and job resources experienced by employees, and how these factors may influence employee well-being and performance. This provides a clear link between the changing nature of work in the IT industry, management practices and employee outcomes.

Research Aim:

To critically analyses the management of hybrid work in the IT industry and its effects on employee well-being and employee performance.

Research Objectives:

1. To examine how hybrid work has changed management practices in the IT industry.
2. To critically evaluate the challenges and opportunities of hybrid work for employee well-being and performance in the IT industry.
3. To identify actionable management strategies for supporting employee well-being and performance in hybrid IT workplaces.

Research Question:

1. How has hybrid work changed management practices in the IT industry?
2. What challenges and opportunities do hybrid work create for employee well-being and employee performance in the IT industry?
3. What actionable management strategies can support employee well-being and employee performance in hybrid IT workplaces?

Significance of the Study

This study is academically significant because it brings together three related areas: the transformation of hybrid work, employee well-being and employee performance within the IT industry. Previous research has examined these areas from different perspectives and has shown that hybrid work can have both challenges and opportunities depending on how it is organized and supported (Ferrara et al., 2022; Dale et al., 2024). By focusing specifically on the IT industry, this study contributes to the discussion of how changes in the organization of work affect employees in a technology-based working environment. It also provides a clearer understanding of the

management challenges involved in supporting employee well-being while maintaining performance.

The study also has practical importance for managers and IT organizations. Hybrid work can offer benefits such as greater flexibility and better work-life balance, but it can also create challenges related to communication, workload, employee support and working conditions (Oakman et al., 2022; Dale et al., 2024). Understanding these issues can help IT managers develop more appropriate and actionable approaches to hybrid work rather than applying one approach to all employees or teams. Therefore, this study aims to identify practical management strategies that can support both employee well-being and performance while recognizing that the needs of employees, teams and organizations may be different.

Literature Review

Theoretical Perspective

This study uses the **Job Demands Resources (JD-R) Theory** developed by **Bakker and Demerouti (2007)** as its main theoretical perspective. The theory proposes that every job contains different job demands and job resources, and that the balance between these factors can influence employees' well-being, motivation and performance. Job demands are aspects of work that require continued physical or psychological effort, while job resources are aspects that help employees achieve work goals, manage demands and maintain motivation (Bakker and Demerouti, 2007). The theory is therefore useful for examining both the challenges and opportunities associated with hybrid working. Demerouti (2025) further highlights that the balance between job demands and job resources is important for understanding employee well-being and performance, making the JD-R theory particularly relevant to this study.

The JD-R framework is useful for understanding hybrid work because working between the office and home can create both job demands and job resources. In IT workplaces, demands may include high workloads, communication and coordination problems, technology pressure, professional isolation and difficulties separating work from personal life. These demands can require extra effort and may affect employee well-being if they are not properly managed. Research applying

the JD-R model to teleworking also shows that professional isolation can operate as a job demand, while technical support and other working conditions can function as job resources (Auton and Sturman, 2024). At the same time, hybrid work can provide resources such as flexibility, autonomy, less commuting, technology support and greater control over where employees work. This helps explain why hybrid work can create different experiences for different employees.

The difference between demand and resources is important because hybrid work is not always positive or negative. Jaß et al. (2024) found that hybrid workers experience different job demands and resources that can affect their work experiences. Similarly, Auton and Sturman (2024), using the JD-R model to examine telework, found that resources such as technical support, a comfortable home workspace and job security were related to telework satisfaction and performance, while professional isolation was an important job demand. These findings show that the JD-R framework can help explain how different conditions of remote and hybrid work affect employees. They also support the view that the same hybrid arrangement may operate as a resource for some employees but as a demand for others, depending on the conditions in which work is organized.

The theory also helps explain the relationship between working conditions and employee well-being. When job demands are high and employees do not have enough resources, they may experience more stress, tiredness and other negative effects. However, suitable resources can help employees manage their work demands and maintain better well-being. Bakker et al. (2023) further explain how job demands and resources can affect employee well-being and motivation. This is relevant to this study because employee well-being is one of its main areas of focus.

JD-R theory can also be used to understand employee performance. Resources such as autonomy, support and suitable technology can help employees complete their work effectively, while high job demands may make performance more difficult. Toscano et al. (2025) applied the JD-R theory in a study of 203 hybrid workers and found both positive and negative effects of working from home on daily performance. Concentration and work engagement supported performance, while social isolation had a negative effect. This suggests that the impact of hybrid work depends on how it is organized and supported, rather than simply on where employees work.

The theory is also useful for understanding the management side of this study. Management practices can affect the demands employees face and the resources available to them. For example,

managers can improve communication, provide suitable technology and technical support, manage workloads, offer flexibility and help maintain good relationships between employees. Leadership and organizational support can influence how employees experience job demands and resources in remote and hybrid working environments (Rohwer, Harth and Mache, 2024). These actions can help employees manage job demands and make better use of available resources. This is also linked to the third objective of the study, which focuses on identifying practical management strategies to support employee well-being and performance. In this way, management practices can be understood as an important part of the study because they can shape the job demands and resources experienced by employees in hybrid IT work.

Overall, JD-R theory provides a useful framework for connecting the main areas of this study. Hybrid work is the main working context, while management practices can influence the job demands and resources experienced by employees. These factors can then affect employee well-being and performance. Therefore, the theory supports the three objectives of the study by helping to understand changes in management practices, the challenges and opportunities of hybrid work, and the strategies that can support positive employee outcomes.

Conceptual Framework

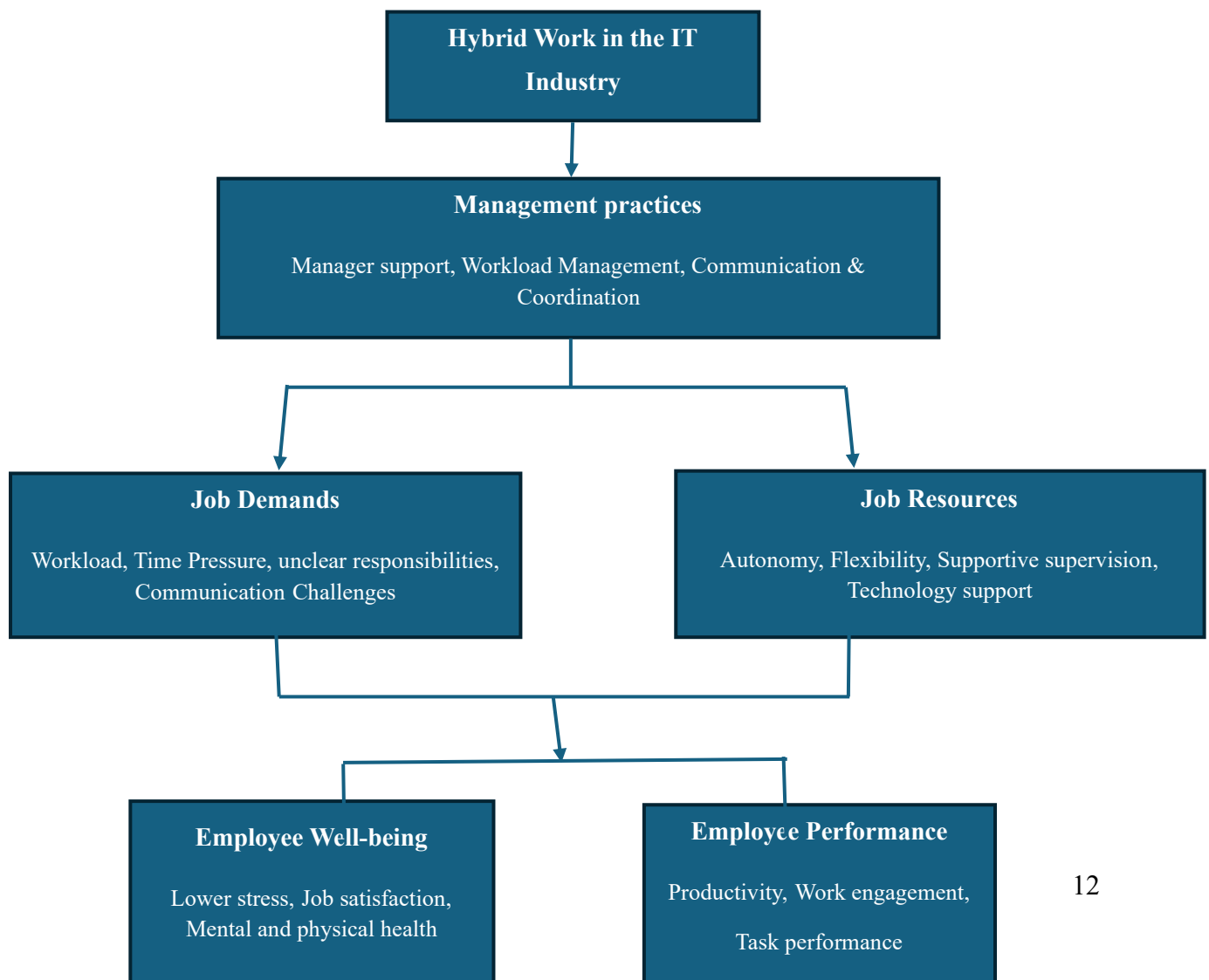
The conceptual framework shows the main relationships examined in this study. It is based on the research aim, objectives and the Job Demands–Resources (JD-R) theory. The framework looks at how hybrid work in the IT industry can affect management practices and create different job demands and resources for employees. These factors may affect two main outcomes: employee well-being and employee performance. The framework also provides a basis for identifying actionable management strategies by considering how management practices can influence the demands and resources experienced by employees.

The first part of the framework focuses on **hybrid work** as the main working environment. Hybrid work involves a combination of office-based and remote work, which means organizations may need to change how they organize and manage work. In the IT industry, many tasks can be completed using digital technologies, so hybrid working can affect how employees communicate, work together and complete their tasks. Research in software and IT workplaces shows that

different hybrid working arrangements can affect work-life balance, productivity, social interaction and teamwork (Santos et al., 2024; Nguyen-Duc et al., 2024).

The second part of the framework focuses on **management practices**, particularly manager support, workload management and communication and coordination. Hybrid work may require managers to change how they communicate with employees, organize tasks, provide support and monitor performance. Managers may also need to consider employees' different work locations, schedules and communication needs. Mabaso and Manuel (2024) discuss performance management in remote and hybrid workplaces, while Griva et al. (2024) highlight the importance of time management and coordination in hybrid teams. In this study, these management practices are therefore considered as the main management factors that can shape employees' job demands and job resources.

Figure 1: Conceptual Framework for Managing Hybrid Work in the IT Industry



Source: Self-centered, adapted from the Job Demands–Resources (JD-R) model and the reviewed literature.

The framework then considers the **job demands and job resources** experienced by employees in hybrid IT work. **Job demands** are aspects of work that require continuous effort and may create additional physical or psychological pressure. In this study, the main job demands include workload, Time Pressure, unclear responsibilities and Communication Challenges. These demands may be more difficult to manage when employees work across different locations and when communication and responsibilities are not clearly organized. For example, Jaß et al. (2024), identified different job demands and resources experienced by hybrid workers, showing that working conditions can vary across different hybrid working arrangements.

Job resources are factors that help employees manage their work, achieve their goals and stay motivated. The main job resources considered in this study are autonomy, flexibility, support from managers and technology support. These resources can help employees manage job demands and maintain positive experiences when working in hybrid arrangements. Demerouti (2025) explains that job resources can support employee well-being and performance, while Radic et al. (2020) found that job resources were positively linked to work engagement and well-being. More recently, Prasad, Krishnan and Nair (2026) also found relationships between job resources, job crafting, engagement and job performance.

These job demands and resources are considered in relation to **employee well-being and performance**. Employee well-being includes factors such as stress, job satisfaction and mental and physical health, while performance includes productivity, work engagement and task performance. Hybrid work may improve well-being and performance through flexibility, autonomy, suitable technology and organizational support, but challenges such as stress, isolation, poor communication and high workload may have negative effects (Ferrara et al., 2022; Dale et al., 2024). Research also shows mixed findings on employee performance, suggesting that outcomes may depend on how hybrid work is organized and supported (Bloom et al., 2024; Lamovšek et al., 2025).

The framework also provides a basis for identifying actionable management strategies. These strategies will address the job demands and resources identified in the literature, focusing on areas such as manager support, workload management, communication, flexibility and technology support. Eng et al. (2024), for example, identified communication, ICT support, flexibility and empowerment as important aspects of hybrid working. Therefore, these areas can help identify practical management strategies to support employee well-being and performance. These connections the framework with the third objective, which aims to identify practical strategies to support employee well-being and performance in hybrid IT workplaces.

Overall, the framework provides a simple structure for understanding the main relationships in this study. It presents hybrid work as the main context, management practices as the management aspect and job demands and job resources as the key JD-R elements connecting working conditions with employee well-being and performance. The framework is used as a guide to review and discuss existing literature rather than to test cause-and-effect relationships.

Critical Literature Review

Hybrid Work, Management Practices and the Transformation of IT Work

Hybrid work has become an important part of changes in the IT industry. The move towards hybrid working has changed not only where employees work but also how managers organize communication, teamwork, workloads and performance. In software and IT work, many tasks can be completed using digital platforms, making hybrid working more practical than in some other industries (Santos et al., 2024). The wider growth of digitally enabled work has also changed how organizations organize work and consider employee productivity and performance (Hackney et al., 2022; Martin, Hauret and Fuhrer, 2022). However, this change is not simply a move from office work to home working, as it also requires changes in management practices, coordination and the use of digital technologies (Zamani et al., 2025; John, Alsamarra'i and Panteli, 2025).

One important change is related to communication and coordination. IT employees often work in teams and depend on regular communication to complete software projects and other technology-related tasks. Nguyen-Duc et al. (2024), based on 297 responses from software professionals found that working from home created challenges related to coordination, communication and project planning. The study also showed that organizations used different digital tools and coordination

methods to support distributed teams (Nguyen-Duc et al., 2024). Similarly, Santos et al. (2024) found that hybrid working in software companies could affect team interaction, social relationships and team dynamics. These findings suggest that managers may need to adopt traditional office-based communication practices when employees work across different locations.

Therefore, management plays an important role in making hybrid work effective. Managers may need to improve communication, coordinate tasks across locations, manage workloads and provide suitable technology support. Mabaso and Manuel (2024) found that performance management practices may need to be reconsidered in remote and hybrid working environments because traditional approaches may not always suit distributed working arrangements. Griva et al. (2025) similarly highlights the importance of time management and coordination when designing hybrid work. These findings suggest that management practices need to be adopted as working arrangements change.

Another important issue is the role of technology in management and collaboration. Digital communication platforms, project management systems and other collaborative technologies allow employees to work together even when they are in different locations. Nguyen-Duc et al. (2024) identified increased use of communication, project management, cloud and collaboration tools in software work. However, technology can also create additional pressure when employees need to manage multiple communication channels or face technology-related problems (Banerjee and Gupta, 2024). Therefore, technology can act as both a job resource and a job demand in hybrid work.

The management of workload is another important issue. Hybrid work can provide greater flexibility, but this does not always mean that employees have less work. Employees may face difficulties in managing their time, setting work boundaries and understanding expectations when working across different locations. Griva et al. (2025) highlight the importance of time management and coordination in hybrid work, while Jaß et al. (2024) identified different job demands and resources among hybrid workers. This suggests that managers need to consider not only where employees work but also their workload, responsibilities and working time.

Employee support is also important because hybrid working can change the relationship between managers and employees. Eng et al. (2024) found that communication, ICT support, flexibility and

empowerment were important for effectiveness, work engagement, work-life balance and health among hybrid workers. Straus et al. (2023) also examined organizational resources in relation to remote workers' well-being, perceived productivity and engagement. These findings suggest that management support becomes particularly important when employees have fewer opportunities for face-to-face interaction with managers and colleagues.

There may also be differences between how managers and employees view hybrid working. Loncar et al. (2025), focusing on the IT sector, examined the views of both employees and managers and found differences between the two groups. Charles et al. (2025) also found that hybrid working, and organizational support were important in shaping employee engagement in an IT organization. This is important because managers may see a hybrid arrangement as effective, while employees may experience it differently in terms of stress, workload or support. Therefore, management decisions should consider employees' experiences rather than relying only on managers' views.

The transformation of IT can also affect work design and performance management. Lamovšek et al. (2025) examined work design across on-site, hybrid and remote arrangements and highlighted the importance of job characteristics for task performance. This suggests that performance should not be judged only by where employees work. Managers also need to consider how jobs are designed, what resources employees receive and how tasks are coordinated (Lamovšek et al., 2025). Similarly, Bloom et al. (2024) found that hybrid working improved employee retention without negatively affecting performance in a large technology company.

Overall, the literature suggests that hybrid work represents a wider transformation of management in the IT industry, rather than simply a change in where employees work. Communication, coordination, workload management, employee support, technology and performance management all need to be considered when managing hybrid teams (Mabaso and Manuel, 2024; Griva et al., 2025). At the same time, one management approach may not work for every IT organization or employee. The effectiveness of hybrid work appears to depend on how the arrangement is designed and managed, as well as how employees experience the demands and resources created by it (Zamani et al., 2025; Loncar et al., 2025).

Hybrid Work, Employee Well-being and Employee Performance

Hybrid work has changed how employees organize their working time, location and interaction with colleagues. Research suggests that these changes can have both positive and negative effects on employee well-being and performance (Ferrara et al., 2022; Dale et al., 2024). Therefore, hybrid work should not be seen as automatically positive or negative. Its outcomes may depend on how work is organized, the demands employees face and the resources provided by organizations (Bakker et al., 2023; Demerouti, 2025).

One benefit of hybrid work is that flexibility can support employee well-being. Working partly from home can reduce commuting time and give employees more control over where and when they work. Bloom et al. (2024) found that hybrid working improved employee retention without negatively affecting performance. Eng et al. (2024) similarly found that flexibility, communication, ICT support and empowerment were important for work engagement, work-life balance and health. These findings suggest that hybrid work can provide resources that support both employee well-being and work outcomes.

However, the benefits of flexibility may not be experienced equally by all employees. Remote and hybrid work can create difficulties in separating work from personal life, maintaining social relationships and managing work demands (Ferrara et al., 2022; Shirmohammadi et al., 2022). Dale et al. (2024) also found that employees' views of healthy hybrid work depend on how the arrangement is experienced and managed. This suggests that simply giving employees the option to work from home does not automatically improve their well-being.

The issue of employee well-being is particularly relevant to the JD-R perspective because hybrid work can create both job demands and job resources. For example, flexibility and autonomy may act as resources, while high workload, communication problems, technology pressure and difficulties in maintaining work-life boundaries may act as demands (Jaß et al., 2024). Similarly, Dale et al. (2024) found that employees can experience hybrid working differently depending on the conditions surrounding it. This helps explain why employees may have different well-being experiences even when they work under similar hybrid arrangements.

Employee performance also shows mixed findings. Some studies suggest that working away from the office can support concentration and productivity, while others identify challenges related to

communication, coordination and isolation (Bloom et al., 2024; Ferrara et al., 2022). Toscano et al. (2025), in a study of 203 hybrid workers found that working from home could support performance through concentration and work engagement, while social isolation could have a negative effect. This shows that the same hybrid arrangement can create both positive and negative conditions for employees.

Other research suggests that employee performance also depends on how hybrid work is organized. Naqshbandi et al. (2023) examined hybrid working using the JD-R model and found positive relationships between flexible working, work engagement and job performance. Similarly, Lamovšek et al. (2025) highlighted the importance of work design when examining task performance across on-site, hybrid and remote arrangements. These findings suggest that employee performance cannot be explained simply by the number of days employees work from home.

The IT industry provides an important context for this discussion because employees often depend on digital technologies, virtual communication and online collaboration. Santos, de Magalhães and França (2024), focusing on software professionals identified benefits of hybrid work such as productivity, comfort, privacy and family time, but also reported challenges including infrastructure problems and reduced interaction with colleagues. Babu and Suhasini (2024) similarly examined work environment, flexible working hours, communication and technology in relation to employee well-being and job satisfaction among IT employees. These findings suggest that the digital nature of IT makes hybrid working possible, but organizational support is still important.

Nguyen-Duc et al. (2024) also found that software work under work-from-home arrangements had both positive and negative effects. Their study identified challenges related to coordination, communication and project planning, while also showing increased use of digital collaboration tools. This suggests that the effect of hybrid work on performance may partly depend on whether organizations provide suitable systems and management practices to support distributed work.

There is also evidence that employee and organizational views may differ. Loncar et al. (2025) identified a gap between managers' and employees' perceptions of hybrid work in the IT sector. This is relevant to both well-being and performance because an arrangement that seems effective

to managers may still create stress, communication problems or other difficulties for employees. Therefore, employee experience should be considered when organizations assess hybrid working arrangements.

Another concern is the role of technology. Banerjee and Gupta (2024) examined technostress among remote and hybrid workers and highlighted technology-related demands and work-family issues. This supports the JD-R view that technology can act as either a resource or a demand depending on how it is used and supported. Similarly, Eng et al. (2024) identified ICT support as an important factor in positive hybrid working experiences. Therefore, providing technology alone may not be enough; employees may also need suitable support and clear guidance on its use.

Overall, the literature presents a balanced view of hybrid work and employee outcomes. Hybrid working can provide flexibility, autonomy, better work-life balance and potentially positive performance outcomes, but it can also create challenges related to isolation, communication, workload, technology and work-life boundaries (Ferrara et al., 2022; Santos, de Magalhães and França, 2024). The relationship between hybrid work, employee well-being and performance is therefore not straightforward. Instead, outcomes may depend on the balance between job demands and job resources and how organizations manage hybrid working conditions (Bakker et al., 2023; Demerouti, 2025).

For IT organizations, this creates an important management challenge: maintaining the benefits of flexibility while reducing demands that may negatively affect employee well-being and performance. Management practices such as clear communication, workload management, employee support, technology support, flexibility and effective coordination can therefore play an important role in shaping employees' experiences of hybrid work (Eng et al., 2024; Mabaso and Manuel, 2024). This provides a clear link between the reviewed literature, the JD-R framework and the third objective of this study, which focuses on identifying practical management strategies to support employee well-being and performance in hybrid IT workplaces.

Methodology

Research Philosophy

This study adopts an **interpretivist research philosophy**. Interpretivism focuses on understanding different meanings, views and experiences rather than assuming that there is one fixed explanation of a social phenomenon (Ryan, 2018). This philosophy is suitable for the study because hybrid work can be experienced differently depending on organizational practices, job roles, technology, workload and working arrangements. Previous research on hybrid work has also identified both positive and negative experiences, including differences in flexibility, communication, work-life balance, health and employee outcomes (Eng et al., 2024).

The interpretivist philosophy also supports the qualitative nature of this study because the research aims to interpret and compare findings from existing studies rather than measure one objective outcome. The Critical Narrative Literature Review allows evidence from different contexts to be examined and compared, including similarities, differences and areas of uncertainty (Snyder, 2019). This is particularly relevant to hybrid work because its effects may vary across organizations and working contexts (Zamani et al., 2025; Rohwer, Harth and Mache, 2024). Therefore, interpretivist philosophy provides a suitable foundation for examining how hybrid work is managed in the IT industry and how management practices may affect employee well-being and performance.

Overall, an interpretivist philosophy provides a suitable basis for this study because it allows different experiences and views of hybrid work to be considered. It also supports the comparison and interpretation of existing research and helps develop a better understanding of how management practices may affect employee well-being and performance in the IT industry (Smite et al., 2023). This fits the purpose of the study, which is to understand the challenges and opportunities of hybrid work and identify practical management strategies, rather than if hybrid work affects everyone in the same way (Zamani et al., 2025).

Research Approach

A qualitative research approach is used in this study to examine and understand evidence from existing academic literature. This approach is suitable because the study focuses on understanding the different challenges, benefits and management practices related to hybrid work rather than measuring relationships using primary statistical data. The study does not collect interviews, questionnaires or other primary data. Instead, it uses a Critical Narrative Literature Review to bring together findings from existing research and identify common themes, differences and areas of debate (Snyder, 2019).

This approach allows evidence from different IT and hybrid working contexts to be considered together, while recognizing that experiences may differ between organizations and employees. Previous research has found differences in how hybrid work affects communication, technology, work-life balance and employee outcomes (Eng et al., 2024; Santos, de Magalhães and França, 2024). A literature review can help bring these different findings together and provide a wider understanding of the research area (Snyder, 2019). The search and selection of studies should also be clearly planned and explained to improve the quality and transparency of the review (Gusenbauer and Gauster, 2025). Therefore, the qualitative approach provides a basis for analyzing the selected literature and connecting the findings to the research objectives and the JD-R theoretical framework.

Literature Search and Selection

The literature for this study was found by searching academic databases and platforms, including Google Scholar, ScienceDirect, ResearchGate etc. These sources were chosen because they provide research from areas such as management, business, information systems, technology and related fields. The search mainly focused on studies published between 2020 and 2026 to include recent research on hybrid working. However, important theoretical and methodological sources were also included when they were relevant to this study.

The search terms were developed from the research aim, objectives and main concepts of the study. These included terms such as “hybrid work”, “hybrid working”, “IT industry”, “information technology”, “management practices”, “employee well-being”, “employee performance”, “job demands”, “job resources” and “JD-R”. Different combinations of these keywords were used to

find studies related to the research questions. Gusenbauer and Gauster (2025) highlight the importance of structured scoping, searching, screening and reporting when identifying literature and the need for appropriate database selection and transparent search strategies.

Studies were included when they were relevant to the research objectives, focused on hybrid or similar forms of distributed work and discussed management practices, employee well-being or employee performance. The selected studies were then reviewed and grouped according to the main themes of the study.

Data Analysis and Synthesis

The selected studies were analyzed using a narrative synthesis approach. The studies were reviewed to identify findings related to the research objectives and then compared based on the IT context, management practices, job demands, job resources, employee well-being and performance. This helped identify similarities and differences between the studies (Snyder, 2019).

The findings were grouped into key themes, including changes in management practices, the challenges and benefits of hybrid work, and strategies to support employee well-being and performance. The JD-R framework was used to interpret these findings and understand how job demands and resources may affect employees (Bakker et al., 2023; Demerouti, 2025). Overall, narrative synthesis helped connect the literature with the research objectives and the discussion that follows.

Ethical Considerations

As this study is based on existing academic literature and does not involve interviews, questionnaires or personal data, there are no direct participants involved. However, academic ethical principles are still important. The study aims to present previous research accurately and avoid misinterpreting or selectively reporting findings. All sources used in the review are properly acknowledged through academic references. Snyder (2019) emphasizes that a literature review should follow a clear and reliable process when collecting, analyzing and presenting existing research.

The study also avoids creating false information or findings and aims to present both positive and negative evidence about hybrid work. This is important because selecting only certain evidence can create an unbalanced review and reduce the credibility of the research (Snyder, 2019).

Limitations of the Methodology

This study has several methodological limitations. First, a Critical Narrative Literature Review involves researcher judgement when selecting, comparing and interpreting studies. Although clear search terms and selection criteria were used and some relevant studies may not have been identified or included. The choice of databases, search terms and inclusion criteria can affect the range of evidence found in a literature review (Snyder, 2019; Gusenbauer and Gauster, 2025).

Second, the selected studies were carried out in different countries, organizations and work contexts. Hybrid work can also differ depending on job roles, working arrangements, technology and organizational practices. Therefore, findings from one IT organization or context may not apply to all IT workplaces. Differences in research contexts and study designs can also make it difficult to directly compare findings and develop conclusions that apply to all hybrid-working environments.

Lastly, the study is based entirely on secondary research and does not collect direct data or information from IT employees or managers. This limits the understanding of individual experiences within a specific organization. Therefore, it depends on the quality, scope and limitations of the existing literature (Snyder, 2019). In addition, hybrid work continues to develop, so new evidence may become available after the literature included in this review. Gusenbauer and Gauster (2025) highlight that the quality and coverage of a review can be affected by the search strategy, database selection and screening process.

Overall, these limitations do not prevent the study from addressing its objectives, but they mean that the findings should be understood as an interpretation of existing evidence rather than as direct evidence from a specific IT organization.

Findings and Discussion

Transformation of Management Practices in Hybrid IT Workplaces

The findings show that hybrid work has changed management practices in the IT industry, particularly in communication, coordination, workload management, employee support, technology and performance management. This supports Objective 1, which examines how hybrid work has changed management practices. Hardwig and Boos (2023) identify challenges related to change management, team effectiveness and technical infrastructure, while Nguyen-Duc et al. (2024), based on 297 software professionals, found difficulties in communication, coordination and project planning under work-from-home arrangements.

These findings suggest that traditional office-based practices cannot simply be used in hybrid workplaces. IT teams increasingly rely on digital communication and collaboration tools, requiring managers to coordinate employees across different locations (Nguyen-Duc et al., 2024; Smite et al., 2023). Khanna et al. (2024) also found that hybrid working affected software companies at individual, team and organizational levels. Technology can therefore act as both a job resource and a job demand. Digital tools can support communication and collaboration, but technostress and excessive digital communication can create additional pressure (Banerjee and Gupta, 2024; Harunavamwe and Kanengoni, 2023).

The findings also show a move from monitoring physical presence towards managing work outcomes. Lamovšek et al. (2025) highlight the importance of work design for task performance, while Mabaso and Manuel (2024) argue that performance management needs to be reconsidered in remote and hybrid workplaces. Loncar et al. (2025) also identified a difference in perceptions between managers and employees in the IT sector, showing that hybrid working may be experienced differently by the two groups. Overall, hybrid work has changed IT management towards a more coordination, communication and support-focused approach, with management practices affecting the job demands and resources experienced by employees.

Challenges and Opportunities for Employee Well-being and Employee Performance

The findings show that hybrid work creates both opportunities and challenges for employee well-being and performance, supporting Objective 2. Outcomes depend on how work is organized and on the balance between job demands and resources. Flexibility, autonomy and work-life balance can support employees, while isolation, communication difficulties, workload and technology can create demands (Ferrara et al., 2022; Jaß et al., 2024). This is consistent with the JD-R framework, where resources can support well-being and motivation, while high demands can increase strain (Bakker et al., 2023).

One important opportunity is flexibility and greater employee control. Bloom et al. (2024) found that hybrid working improved retention without reducing performance, while Eng et al. (2024) identified flexibility, communication, ICT support and empowerment as factors associated with positive hybrid-work experiences. However, flexibility may not benefit everyone equally when workloads or expectations remain high (Oakman et al., 2022; Shirmohammadi et al., 2022). Social and emotional factors also matter. Wontorczyk and Rożnowski (2022) found no significant difference in overall work engagement between remote, hybrid and on-site workers, although the factors associated with engagement varied. Similarly, Russo et al. (2024) found changes in well-being, social contact and emotional loneliness among software engineers, while productivity remained relatively stable. This suggests that productivity alone cannot indicate employee well-being.

Technology presents a similar balance. It can support communication and collaboration but can also create technostress, work-family conflict and excessive connectivity (Banerjee and Gupta, 2024; Harunavamwe and Kanengoni, 2023). From a JD-R perspective, technology can therefore function as either a resource or a demand, depending on how it is used and supported.

Performance findings are also mixed. Naqshbandi et al. (2023) found positive relationships between flexible working, engagement and performance, while Jindain and Gilitwala (2024) highlighted employee engagement in relation to hybrid-work performance. Toscano et al. (2025) similarly found that working from home could support performance through concentration and engagement, although social isolation could create a negative pathway. Godliauskas and Šmite

(2025) further show the importance of well-being for work outcomes, while Russo et al. (2024) demonstrate that well-being and productivity do not necessarily change together.

Overall, hybrid work can provide flexibility, autonomy and improved work-life balance, but it can also create isolation, workload, technostress and communication difficulties. The findings therefore suggest that the key management challenge is to strengthen useful job resources while reducing unnecessary job demands.

Actionable Management Strategies for Hybrid IT Workplaces

The findings suggest that hybrid IT work should be managed through clear communication, workload management, employee support, suitable technology, flexibility and outcome-focused performance management. These strategies fit the JD-R framework because they can reduce unnecessary job demands and strengthen job resources. Demerouti (2025) and Bakker et al. (2023) emphasize the importance of balancing demands and resources to support employee well-being and performance.

First, managers should improve communication and coordination. Nguyen-Duc et al. (2024) identified communication, coordination and project planning as important challenges in software work-from-home arrangements, while Smite et al. (2023) highlighted communication and collaboration in hybrid software teams. Managers should therefore use clear communication channels, define responsibilities and avoid unnecessary digital communication.

Second, workload and boundary management are important. Hybrid flexibility can become difficult when employees feel pressure to remain available outside normal working hours. Shirmohammadi et al. (2022) identify work intensity and difficulties separating work from personal life as important issues in remote work, while Carlson et al. (2024) show that work and family resources can influence employee experiences. Managers should therefore set realistic workloads and deadlines, clarify working-time expectations and respect employees' non-working time.

Third, organizations should provide appropriate technology and employee support. Banerjee and Gupta (2024) identify technostress as a potential challenge, while Eng et al. (2024) highlight ICT

support as an important factor in positive hybrid-work experiences. Technology should therefore act as a job resource rather than create additional pressure.

Supportive management and employee involvement are also important. Loncar et al. (2025) identified differences between manager and employee views of hybrid work, while Rohwer, Harth and Mache (2024) highlight the role of leadership in shaping employee experiences. Regular employee feedback can therefore help managers adjust hybrid-working practices to different needs.

Finally, outcome-focused performance management should be used instead of placing too much focus on physical presence. Mabaso and Manuel (2024) and Lamovšek et al. (2025) highlight the importance of adapting performance management and work design to different working arrangements. Managers should therefore focus on clear objectives, task completion, quality and agreed performance measures.

Overall, the findings support Objective 3 by showing that no single strategy is suitable for every IT workplace. Managers should identify the demands created by each hybrid arrangement and provide suitable resources to address them, while remaining flexible to employees and organizational needs (Auton and Sturman, 2024; Zamani et al., 2025).

Integrated Discussion

The findings show that hybrid work represents a wider change in management practices in the IT industry, affecting communication, coordination, workload management, employee support, technology and performance management. Software studies identify challenges in communication, coordination and project planning, while research on hybrid teams highlights the importance of collaboration and clear working arrangements (Smite et al., 2023; Hardwig and Boos, 2023). Khanna et al. (2024) also found that hybrid working affected software companies at individual, team and organizational levels. Therefore, Objective 1 is supported, as hybrid work requires managers to adjust traditional practices and give greater attention to coordination, communication and employee support.

The findings provide a balanced answer to Objective 2. Hybrid work can offer resources such as flexibility, autonomy and greater control, which can support employee well-being and performance

(Bloom et al., 2024; Carlson et al., 2024). Virani, Sharma and Saini (2026) also identify well-being, motivation, engagement and team management as important factors in IT-based hybrid work. However, employees may also face demands such as workload, isolation, communication problems, technostress and work–family conflict (Jaß et al., 2024; Banerjee and Gupta, 2024). Russo et al. (2024) further show that employee well-being and productivity do not always change in the same way. The JD-R framework therefore helps explain these different outcomes through the balance between job demands and job resources (Bakker et al., 2023; Auton and Sturman, 2024).

Finally, the findings support Objective 3 by showing that management practices can help balance job demands and resources. Clear communication, workload management, technology support and supportive leadership can improve working conditions (Straus et al., 2023). Charles et al. (2025) found that hybrid working, and organizational support significantly influenced employee engagement in an IT organization, while Loncar et al. (2025) identified differences between manager and employee views. Overall, management strategies should be flexible and adapted to employee and organizational needs while maintaining a balance between flexibility, well-being and performance.

Conclusion and Recommendations

Summary of Key Findings

This study examined how hybrid work has transformed management practices in the IT industry and how these changes affect employee well-being and performance. The findings show that hybrid work has changed management practices in areas such as communication, coordination, workload management, employee support, technology and performance management (Smite et al., 2023). Therefore, Objective 1 is supported, as managers increasingly need to coordinate employees across different locations and adapt traditional office-based practices to hybrid working conditions.

The findings also provide a balanced answer to Objective 2. Hybrid work can provide flexibility, autonomy, reduced commuting and greater control, which may support employee well-being and performance (Fan and Moen, 2023; Gueguen and Senik, 2023). However, the literature also

identifies challenges related to isolation, workload, work-life boundaries, technology and communication (Hall et al., 2023; Wells et al., 2023). This suggests that hybrid work is not automatically positive or negative; its effects depend on how it is organized and experienced by employees.

Finally, Objective 3 is addressed through the identification of practical management strategies. Clear communication, workload and boundary management, appropriate technology support, employee involvement, supportive leadership and outcome-focused performance management can help organizations manage the demands created by hybrid work (Straus et al., 2023; Mabaso and Manuel, 2024). These strategies are particularly relevant to IT workplaces because digital technologies are central to both work organization and employee interaction

Theoretical and Managerial Implications

The Job Demands–Resources (JD-R) model provides a useful way to explain the findings because hybrid work can create both job demands and job resources. Flexibility, autonomy and organizational support can act as useful resources, while workload, technostress, isolation and unclear work boundaries can create additional demands (Bakker et al., 2023; Auton and Sturman, 2024). Kröner and Müller (2023) also show that telework can lead to different well-being experiences over time, supporting the idea that the balance between job demands and resources is important.

The study also has practical implications for IT managers. Hybrid work should be managed as an ongoing way of organizing work rather than simply choosing of work location. Managers should maintain clear communication, manage workloads, provide suitable technology and support, and allow appropriate flexibility (Carlson et al., 2024; Griva et al., 2025). Employee recovery and work boundaries should also be considered because high work intensity and insufficient recovery can negatively affect well-being (Cropley et al., 2023; Shirmohammadi et al., 2022). Overall, this supports a management approach that strengthens useful job resources while reducing unnecessary job demands.

Limitations, Recommendations and Future Research

This study has several limitations. First, the Critical Narrative Literature Review depends on researcher judgement when selecting, comparing and interpreting studies, so some relevant evidence may have been missed. Second, the reviewed studies were conducted in different countries, organizations and work contexts, which limits how far the findings can be applied to all IT workplaces (Snyder, 2019; Gusenbauer and Gauster, 2025). Third, the study is based on secondary research and therefore does not include direct evidence from employees or managers within a specific IT organization.

Future research could use primary and longitudinal research in IT organizations to examine how employees and managers experience different hybrid working arrangements over time. Future studies could focus on areas such as work-life balance, mental health, productivity and employee engagement (Fan and Moen, 2023; Hall et al., 2023). They could also compare different IT roles and levels of autonomy to identify which management practices are most effective for different groups of employees. This could provide more organization specific evidence and help develop hybrid working practices that better balance employee well-being and performance.

Overall, hybrid work represents an important change in IT management. The findings suggest that its success depends not only on where employees work, but also on how organizations manage the demands and resources linked to hybrid work. A flexible, supportive and adaptable management approach can therefore help IT organizations support employee well-being while maintaining performance.

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