

The Future of Hybrid Work: Management Challenges and Strategies for Balancing Employee Well-being and Organizational Performance

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Background:

Over the past decade, rapid digital transformation, technological advancements and shifting employee expectations have brought about significant changes in how organizations operate. During the COVID-19 pandemic, many organizations were compelled to implement remote work arrangements. Many realized that a full return to the office was not always practical, nor preferred by many employees. Consequently, hybrid work is a model which is combining work from the office with work from home or other locations. It has gained popularity across both public and private sectors (Bloom et al., 2024). This is not merely a temporary shift, rather, it will play an important role in shaping the future work environment. Therefore, with the rise of digital technologies and flexible work arrangements, managers must rethink their conventional approaches to leadership, communication, collaboration and performance management.

While hybrid work offers many advantages, it also presents certain challenges. Various studies have shown that it helps improve employees' work-life balance, job satisfaction and autonomy, while also reducing time. At the same time, organizations can retain skilled staff, cut costs and introduce greater flexibility into their work arrangements (Bloom et al., 2024). However, other studies suggest that hybrid work can lead to reduced face-to-face interaction and feelings of isolation among employees, while also making teamwork and maintaining communication difficult. Furthermore, monitoring employee performance, conducting fair evaluations and managing teams effectively become challenging for managers. Therefore, the success of hybrid work largely depends on how well organizations and managers can address these challenges.

From a management perspective, hybrid work has become an important challenge because organizations need to balance employee well-being and organizational performance. Employees want flexible working arrangements and a better work-life balance, while organizations want to

maintain high productivity and remain competitive. Balancing these two goals is becoming more difficult in hybrid working environments. Although many studies have examined hybrid work, there is still no clear agreement on the best management strategies to support employee well-being while maintaining organizational performance. Therefore, this study will critically review the existing literature to examine both the benefits and challenges of hybrid work and identify effective management strategies for the future workplace. The findings will help organizations develop sustainable management practices that support employees while achieving long-term organizational success.

Research Aim:

To critically analyses the transformation of hybrid work and explore how organizations can balance employee well-being and organizational performance through effective management strategies.

Research Objectives:

1. To examine how hybrid work has changed the way organizations are managed.
2. To explore the advantages and disadvantages of hybrid work for employees and organizations.
3. To recommend effective management strategies for balancing employee well-being and organizational performance in hybrid workplaces.

Research Gap:

Although many studies have explored the benefits and challenges of hybrid work, there is still limited research on how organizations can balance employee well-being and organizational performance from a management perspective. Furthermore, there is no clear agreement yet on the most effective management strategies for hybrid work in the future. Therefore, this study aims to address existing research gaps by critically reviewing previous studies and identifying effective management strategies for hybrid work.

Theoretical Background:

This study is guided by two theories: **Job Demands Resources Theory (Bakker & Demerouti, 2007)** and **Affective Events Theory (Weiss & Cropanzano, 1996)**.

According to the Job Demands Resources (JDR) theory, every job includes job demands and job resources. In the context of hybrid work, this theory explains how managers can reduce employee stress, enhance well-being and maintain organizational efficiency (Bakker & Demerouti, 2007).

According to Affective Events Theory (AET), various workplace experiences influence employees' emotions, attitudes and behaviors (Weiss & Cropanzano, 1996). In hybrid work, employees may encounter positive experiences such as flexibility and job satisfaction, while also experiencing loneliness and stress. This theory helps explain the impact of these experiences.

Together, these two theories will provide as the theoretical foundation for this study. The JDR Theory will analyze management and workplace support, while Affective Events Theory will explain the psychological experiences of employees. Those approaches will enable the identification of effective management strategies to maintain a balance between employee well-being and organizational performance in a hybrid work environment.

References:

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