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Hybrid Work Model: A Systematic Literature Review

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Master's in Management

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PhD, Leandro Luís Ferreira Pereira, Associate Professor with
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Resumo

Na sequência da pandemia global causada pelo vírus SARS-CoV-2, um número considerável de organizações adotou rapidamente novas modalidades de trabalho, integrando o trabalho remoto com trabalho presencial. Quatro anos depois destes acontecimentos, coloca-se uma questão crítica: devem as empresas voltar a um modelo totalmente baseado no escritório, ou devem continuar com estes novos modelos de trabalho? O objetivo desta revisão sistemática da literatura é identificar as vantagens e os desafios associados aos modelos de trabalho híbridos, com vista a apoiar esta decisão. O estudo, que analisou 52 artigos publicados entre 2018 e 2023, revelou que os modelos de trabalho híbrido/remoto oferecem uma série de benefícios, incluindo uma maior satisfação dos funcionários, maior flexibilidade e um aumento da autonomia e da produtividade. No entanto, estes modelos também apresentam obstáculos, como o desgaste psicológico e o technostress, a manutenção da coesão da equipa, o isolamento dos colaboradores e a garantia de progressão e desenvolvimento da carreira. É, por isso, crucial que as organizações reconheçam estas vantagens e desafios, de modo a tomarem uma decisão informada sobre se devem regressar ao trabalho tradicional baseado no escritório ou incorporar modelos híbridos e remotos como um elemento permanente nas suas operações. Este estudo fornece uma visão abrangente do conceito de trabalho híbrido/remoto, oferecendo informações valiosas para as organizações e, em especial, para os recursos humanos, ao considerarem as suas estratégias de trabalho pós-pandemia.

Palavras-Chave: Trabalho Híbrido; Modelo de Trabalho Híbrido; Trabalho Remoto

Código de Classificação JEL: J30, M52

Abstract

In the wake of the global pandemic caused by the SARS-CoV-2 virus, a considerable number of organizations swiftly embraced new working arrangements, integrating remote work with on-site presence in the workplace. Four years on from these events, a critical question arises: should companies revert to a fully office-based model, or should they continue with these new work models? The objective of this systematic literature review is to identify the advantages and challenges associated with hybrid work models, with a purpose of supporting this decision. The study, which analyzed 52 articles published between 2018 and 2023, revealed that hybrid/remote working models offer a number of benefits, including an improved employee satisfaction, greater flexibility and an increase autonomy and productivity. However, these models also present obstacles, such as psychological strain and technostress, maintaining team cohesion, isolation of the employees and ensuring career progression and development. It is therefore crucial for organizations to recognize these advantages and challenges in order to make an informed decision as to whether to return to traditional office-based work or incorporate hybrid and remote models as a permanent element in their operations. This study provides a comprehensive overview of the hybrid/remote working concept, offering valuable information for organizations, and especially human resources, as they consider their post-pandemic working strategies.

Keywords: Hybrid Work; Hybrid Work Model; Remote Work

JEL Classification: J30, M52

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1. Introduction

Hybrid work models have rapidly become a fundamental aspect of contemporary organizational strategies, integrating the flexibility of remote work with the collaborative and social advantages of face-to-face work environments. The arrival of the global pandemic has accelerated this reshape, fundamentally redesigning traditional workplace dynamics and leading companies to reconsider their long-term strategies to remain competitive and increase employee satisfaction (Choudhury et al., 2021). As the crisis of the pandemic recedes, organizations must decide whether to return to pre-pandemic, fully office-based work or maintain the hybrid models that emerged during the crisis (Wang et al., 2021).

At the core of hybrid work is the use of digital technologies that facilitate uninterrupted communication, collaboration, and productivity across multiple locations (Sewell & Taskin, 2015). These technological advances have enabled organizations to offer greater flexibility, allowing employees to work from different locations while remaining aligned with team and company objectives. However, managing dispersed teams, preserving organizational culture, and ensuring equal access to career development opportunities are among the challenges that hybrid working models present (Allen et al., 2015).

The dual nature of hybrid work - its advantages and challenges - has generated considerable interest in determining whether this model can and should be a permanent element in organizational strategies. On the one hand, hybrid work offers numerous benefits, including increased productivity and flexibility, greater autonomy, cost savings on office space, and access to a wider and more geographically diverse talent pool (Choudhury et al., 2021). These advantages have proved appealing to both employees and employers, leading many to consider maintaining hybrid working as standard practice.

On the other hand, implementing hybrid work is not without its obstacles. Challenges such as maintaining employee engagement and morale in distributed teams, ensuring equal opportunities for career advancement among remote workers, and addressing potential burnout due to blurred boundaries between work and personal life complicate the decision to maintain hybrid models (Ipsen et al., 2021). In addition, organizations must navigate

issues related to cybersecurity, data privacy, and equitable distribution of resources to effectively support both in-office and remote workers.

This systematic literature review aims to provide a comprehensive analysis of the current state of hybrid work models, focusing on their benefits and challenges, to help organizations decide whether to return to traditional in-office work or continue with hybrid/remote arrangements. By examining 52 articles published between 2018 and 2023, this review aims to provide an in-depth exploration of the strategic considerations organizations should weigh when determining their post-pandemic working models.

This study is divided into three sections.

The first section, Research Methodology, describes the approach used to identify, select, and analyze relevant literature, ensuring a solid and comprehensive understanding of hybrid work models.

The second, Results and Discussion, combines the results of the literature with an in-depth analysis, to define hybrid work models, highlighting the variations in different organizational contexts; provides information on the advantages of hybrid work models, such as greater flexibility and productivity. It also addresses the obstacles that organizations have to overcome in order to implement these models effectively. This section examines the ways in which organizations can reconcile the advantages and disadvantages of hybrid work, taking into account its impact on organizational culture, employee well-being, and long-term business strategy.

The third and last, conclusion, synthesizes the knowledge gained from the review, offering practical recommendations for organizations contemplating the future of their working models. It also highlights areas for future research, in particular to understand how hybrid working will continue to evolve in a post-pandemic world.

By providing a structured analysis of the literature on hybrid working models, this study contributes to the ongoing debate about the future of work, offering valuable guidance for organizations as they navigate the complexities of this evolving work paradigm.

2. Research Methodology

The purpose of this research is to conduct an exploratory study of the existing literature on hybrid work models, with the aim of identifying the advantages and challenges associated to its adoption (Saunders et al., 2009). This systematic literature review follows the protocol suggested by Kitchenham and Charters (2007), which includes the following steps:

- 1) Planning the literature review
 - a. Identification of the need for the literature review
 - b. Identification of the research issues
 - c. Developing the research protocol
- 2) Conducting the literature review
 - a. Identification of the studies
 - b. Selection of studies
 - c. Conducting a quality assessment
 - d. Data extraction and synthesis
- 3) Conclusions of the literature review (the present report).

Moreover, the outlined strategy will be used to synthesize the evidence on the application of hybrid work model strategies in business, with the primary objective of addressing this study's research question. Table 1 presents an adapted version of the methodology suggested by Kitchenham and Charters (2007), which was followed throughout this research.

Table 1 Methodology followed in this study (adapted from Kitchenham & Charters, 2007)

Planning	
Identification of the need for a review	To bring awareness towards the use of hybrid work models when it comes to business transformation
Specification of the research question(s)	How important is hybrid work to a company and its employees? Is a hybrid work model a must in business?

Development of a review protocol	Search strings, datasets, and inclusion/exclusion criteria
Conducting	
Identification of the research	Hybrid Work Models in business
Selection of primary studies	Hybrid Work Models in business – 52 filtered articles
Study quality assessment	Verify if all the questions were answered, based on the filtered articles
Data extraction and monitoring	Select all data from the articles and apply it accordingly
Data synthesis	Verify if all data is accurate and not redundant
Reporting	
Specifying dissemination mechanisms	Divide data into research topics
Formatting the main report	Prepare data to be presented

Source: Author's Elaboration

2.1 Research Question

The objective of this research is to extract valuable insights from existing literature on hybrid work models, to assist organizations in deciding if they want to adopt or keep this model. Specifically, it seeks to address the following research question: What are the primary advantages and challenges associated with hybrid work models?

2.2 Research Process

To obtain the greatest number of studies that address the suggested research topics, the research process starts with a review of the existing literature using a few search terms in a selection of databases. Scopus was the database selected to be the information source. The selected keywords for this research were “hybrid work”; “hybrid work model” and “remote work”; the used filters in our search, and the respective criteria, are listed in Table 2; the inclusion and exclusion criteria used in this research are listed in Table 3.

Table 2 Filters used in the search and respective criteria

Filter	Criteria
No Filter (F0)	Original search of selected keywords without any filter
Title, abstract, and keywords (F1)	Search for selected keywords within the title, abstract, and keywords
Scientific Area (F2)	A search of selected keywords in Scientific Areas (Business Management and Accounting)
Language (F3)	A search of selected keywords in articles written in English
Source Type (F4)	A search of selected keywords in articles from journals

Source: Author's Elaboration

Table 3 Inclusion and exclusion criteria used in this research

Inclusion Criteria	Exclusion Criteria
Papers written from 2016 until now (IC1)	Before 2016
More than 30 citations (IC2)	Less than 30 citations
Q1 and Q2 quality journal (IC3)	Q3 or Q4 quality journal

Source: Author's Elaboration

2.2.1 Study selection

This section aims to review the protocol that was previously defined and to perform an analysis of the identified studies. Thus, after applying the filters to the database (Scopus) the obtained results were those listed in Table 4.

Table 4 Results obtained after applying the filters to the database (Scopus)

Database	Keywords	F0	F1	F2	F3	F4	IC1	IC2	IC3
Scopus	“Hybrid Model”; “Hybrid Work Model”; “Remote Work”	11150	3945	996	943	681	652	55	55

Source: Author's Elaboration

To avoid redundancy of information, the research was only based on one database. After applying all the filters to the database (Scopus), 55 articles were extracted. These results already reflect the research's filters, as well as the verification of the inclusion and exclusion criteria, meaning that the 55 articles were written between 2016 and now, have more than 30 citations, and belong to a Q1 or Q2 quality journal. When gathering the articles, it was noted that 3 articles were not yet available for consultation, so they were removed from this study. After reading all the 52 articles, it was concluded that they all fit this research, being related to the research question previously presented, thus adding meaningful insight into the present study. Table 5 summarizes the data extraction and synthesis processes, namely by referring to the selected articles after concluding the research in the database (Scopus).

Table 5 Summary of the data extraction and synthesis processes

No.	Author(s)	Year	Quality Journal	Journal Title	Citations
1	(Charalampous et al., 2019)	2019	Q1	European Journal of Work and Organizational Psychology	346
2	(Bartsch et al., 2021)	2021	Q1	Journal of Service Management	207
3	(Choudhury et al., 2021)	2021	Q1	Strategic Management Journal	187
4	(Hamouche, 2021)	2021	Q1	Journal of Management and Organization	147
5	(Anwar & Graham, 2021)	2021	Q1	Competition and Change	146
6	(Nash & Churchill, 2020)	2020	Q1	Gender, Work and Organization	140
7	(Dubey & Tripathi, 2020)	2020	Q2	Journal of Innovation Management	136
8	(Saura et al., 2022)	2022	Q1	Journal of Business Research	121
9	(Bellmann & Hübler, 2020)	2020	Q1	International Journal of Manpower	119
10	(Leonardi, 2021)	2021	Q1	Journal of Management Studies	112
11	(Chatterjee et al., 2022)	2022	Q1	Journal of Business Research	110
12	(Espitia et al., 2022)	2022	Q2	World Economy	104
13	(Perry et al., 2018)	2018	Q1	European Journal of Work and Organizational Psychology	97
14	(Shirmohammadi et al., 2022)	2022	Q1	Human Resource Development International	96
15	(Tavares et al., 2020)	2020	Q2	Journal of Enterprising Communities	95
16	(Donnelly & Johns, 2021)	2021	Q1	International Journal of Human	93

No.	Author(s)	Year	Quality Journal	Journal Title	Citations
				Resource Management	
17	(Cho, 2020)	2020	Q1	Journal of Vocational Behavior	92
18	(Becker et al., 2022)	2022	Q1	Human Resource Management	87
19	(Madero Gómez et al., 2020)	2020	Q2	Management Research	79
20	(Yarberry & Sims, 2021)	2021	Q1	Advances in Developing Human Resources	75
21	(George et al., 2022)	2022	Q2	Organizational Dynamics	71
22	(Wang et al., 2020)	2022	Q1	Employee Relations	64
23	(Van Zoonen & Sivunen, 2022)	2022	Q1	European Journal of Work and Organizational Psychology	63
24	(Hafermalz, 2021)	2021	Q1	Organization Studies	62
25	(Singh et al., 2022)	2022	Q1	Journal of Business Research	61
26	(de Vaujany et al., 2021)	2021	Q1	Organization Studies	54
27	(Milliken et al., 2020)	2020	Q1	Journal of Management Studies	53
28	(Aloisi & De Stefano, 2022)	2022	Q2	International Labour Review	49
29	(Soga et al., 2022)	2022	Q1	Journal of Business Research	47
30	(Biron et al., 2021)	2021	Q1	Human Resource Management Review	46
31	(Fan et al., 2022)	2022	Q1	Work and Occupations	45
32	(Baryshnikova et al., 2021)	2021	Q2	Production Engineering Archives	45
33	(Charbonneau & Doberstein, 2020)	2020	Q1	Public Administration Review	44
34	(Pattnaik & Jena, 2020)	2020	Q2	International Journal of Organizational Analysis	44
35	(Nyberg et al., 2021)	2021	Q1	Journal of Management	43
36	(Kuc-Czarnecka, 2020)	2020	Q1	Oeconomia Copernicana	42
37	(Hafermalz & Riemer, 2021)	2021	Q1	European Journal of Information Systems	41
38	(Kwon & Jeon, 2020)	2020	Q1	Review of Public Personnel Administration	40
39	(Ng et al., 2022)	2022	Q1	Technology in Society	39
40	(Arunprasad et al., 2022)	2022	Q1	Benchmarking	38
41	(Soroui, 2021)	2021	Q1	Technology in Society	38
42	(Docka-Filipek & Stone, 2021)	2021	Q1	Gender, Work and Organization	37
43	(Sahut & Lissillour, 2023)	2023	Q1	Journal of Business Research	36
44	(Gifford, 2022)	2022	Q1	Human Resource Development International	35
45	(Prodanova & Kocarev, 2021)	2021	Q1	Technology in Society	35
46	(Fenwick et al., 2021)	2021	Q2	European Business Organization Law Review	35
47	(Straus et al., 2023)	2023	Q1	International Journal of Human Resource Management	34
48	(Charalampous et al., 2022)	2022	Q1	Employee Relations	33

No.	Author(s)	Year	Quality Journal	Journal Title	Citations
49	(Ramadan et al., 2021)	2021	Q2	Journal of Advanced Transportation	32
50	(Reizer et al., 2022)	2022	Q1	Journal of Business Research	31
51	(Kalenkoski & Pabilonia, 2022)	2022	Q1	Small Business Economics	31
52	(Hafermalz & Riemer, 2020)	2020	Q1	Organization Studies	31

Source: Author's Elaboration

3. Data Analysis

3.1 Bibliometric Analysis

The selected articles were analyzed to identify common trends. Overall, the articles were published between 2018 and 2023. Although we've also considered 2024, no articles were selected from this year's due to the Inclusion Criteria 2. (Figure 1). The selected articles were mostly published in 2021 (18), 2022 (18) and 2020 (12). From this sample, we can positively conclude that after Covid-19, there was an increased concern about the impacts of Hybrid Work Models, hence the need to assess these results and discover what new conclusions were made regarding the advantages and challenges of this model.

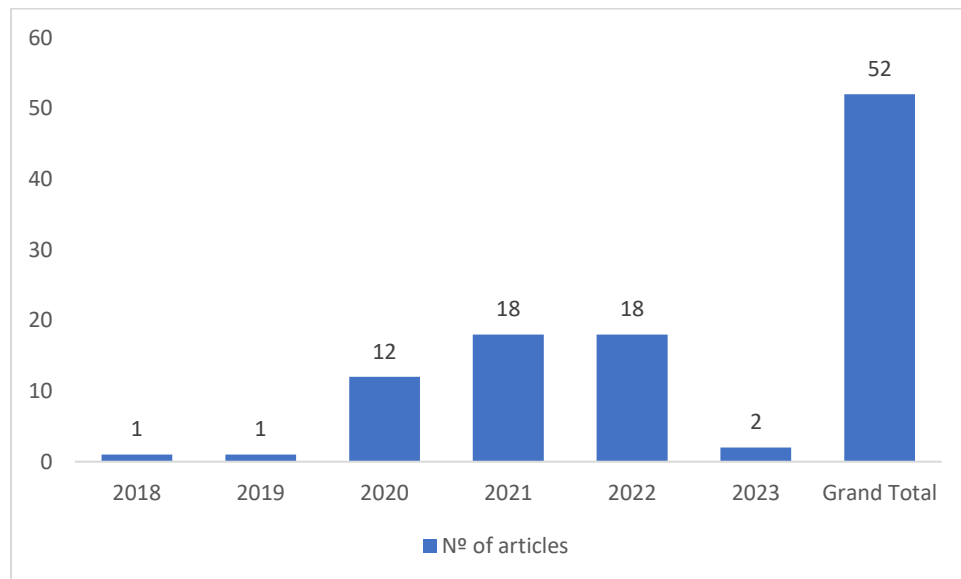


Fig. 1 Number of articles published per year

Moreover, the articles were published in 36 different sources (scientific journals), mostly included in journals that focus on specific topics, such as Management, Human Resources, Business, and Organizational Behaviour (Table 6).

Table 6 List of sources

Source Title	N. of articles	Source Title	N. of articles
Journal of Business Research	6	International Labour Review	1
European Journal of Work and Organizational Psychology	3	Journal of Advanced Transportation	1
Organization Studies	3	Journal of Enterprising Communities	1
Technology in Society	3	Journal of Innovation Management	1
Employee Relations	2	Journal of Management	1
Gender, Work and Organization	2	Journal of Management and Organization	1
Human Resource Development International	2	Journal of Service Management	1
International Journal of Human Resource Management	2	Journal of Vocational Behavior	1
Journal of Management Studies	2	Management Research	1
Advances in Developing Human Resources	1	Oeconomia Copernicana	1
Benchmarking	1	Organizational Dynamics	1
Competition and Change	1	Production Engineering Archives	1
European Business Organization Law Review	1	Public Administration Review	1
European Journal of Information Systems	1	Review of Public Personnel Administration	1
Human Resource Management	1	Small Business Economics	1
Human Resource Management Review	1	Strategic Management Journal	1
International Journal of Manpower	1	Work and Occupations	1
International Journal of Organizational Analysis	1	World Economy	1
Total			52

Source: Author's Elaboration

Figure 2 demonstrates the distribution of the selected articles based on the subject being approached. Even though most papers focus on business management, and human resources, there is also research done on technology and economy. The remaining articles are divided almost equally by psychology, gender and legal.

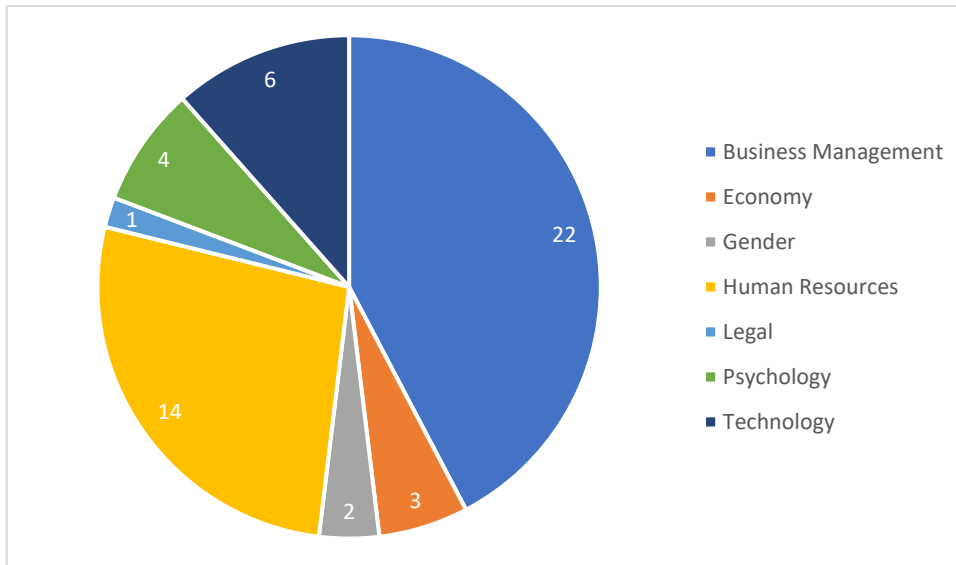


Fig. 2 Articles per subject

The analyzed articles include studies that were conducted in 33 different countries, thus proving a large diversity of contexts and knowledge in terms of hybrid work. However, most of the studies were done in the United States (21) and the United Kingdom (10), as it is corroborated by Table 7.

Table 7 Articles per country

Country	N. of articles	Country	N. of articles
United States	21	China	1
United Kingdom	10	Egypt	1
Australia	8	Hong Kong	1
Netherlands	6	Italy	1
India	5	Japan	1
France	4	Malasya	1
Singapore	3	Mexico	1
Spain	3	Morocco	1
Austria	3	North Macedonia	1
Poland	2	Bolivia	1
Canada	2	Portugal	1
Cyprus	2	Russian Federation	1

Country	N. of articles	Country	N. of articles
Denmark	2	Saudi Arabia	1
Finland	2	South Africa	1
Israel	2	Undefined	1
Germany	2	Czech Republic	1
United Arab Emirates	2	-	-

Source: Author's Elaboration

After concluding a first reading of the articles, the used methodology was identified. Overall, there is a marked preference for conducting research, surveys or interviews (29) and reviews (6), even though some articles used different methodologies, such as analytical or conceptual frameworks (5), content analysis (5) or others (7) (Table 8).

Table 8 Articles per methodology

Methodology	N. of articles
Research/Survey/Interviews	29
Other	7
Review	6
Analytical/Conceptual Framework	5
Content Analysis	5

Source: Author's Elaboration

In turn, when assessing the articles' focus industry-wise, it isn't clear how many industries are covered, since most of the articles mention that the studies were applied to everyone with digital capabilities or remote workers, not specifying the sector of activity. Still, it was possible to identify some articles applied to the public sector or public universities (5), the healthcare sector (3), the technology sector (3) and even the hospitality sector (1). The main conclusion is that the concept of remote work is widespread and can be applied to every type of work and job function that you can perform using your laptop or digital device, or in a place that is not your company's office.

Table 9 Articles per industry

Industry	N. of articles
Not Conclusive	37
Teaching/Public Sector	5
Healthcare	3
Service sector	3
Technology	3
Hospitality	1

Source: Author's Elaboration

Upon analyzing the selected articles, they were categorized into three distinct groups, even though most of them are included in more than one topic (Table 10). The selected groups are 1) Definition of hybrid/remote work; 2) Advantages of hybrid/remote work; and 3) Challenges of hybrid/remote work. These groups were selected because they all refer to this study's research questions, which aim to be answered after analyzing all fifty-one articles.

Table 10 Categorization of the selected articles

Category	Articles
Definition of hybrid/remote work	Anwar & Graham (2021); Arunprasad et al. (2022); Bellmann & Hübler (2020); Charalampous et al. (2019); Charalampous et al. (2022); Chatterjee et al. (2022); Donnelly & Johns (2021); Hafermalz & Riemer (2021); Kwon & Jeon (2020); Ng et al. (2022); Pattnaik & Jena (2020); Perry et al. (2018); Prodanova & Kocarev (2021); Reizer et al. (2022); Sahut & Lissillour (2023); Saura et al. (2022); Shirmohammadi et al. (2022); Singh et al. (2022); Soroui (2021); Straus et al. (2023); Wang et al. (2020); Yarberry & Sims (2021)
Advantages of hybrid/remote work	Aloisi & De Stefano (2022); Anwar & Graham (2021); Arunprasad et al. (2022); Bartsch et al. (2021); Baryshnikova et al. (2021); Becker et al. (2022); Bellmann & Hübler (2020); Biron et al. (2021); Charalampous et al. (2019); Charalampous et al. (2022); Chatterjee et al. (2022); Choudhury et al. (2021); de Vaujany et al. (2021); Donnelly & Johns (2021); Dubey & Tripathi (2020); Espitia et al. (2022); Fenwick et al. (2021); George et al. (2022); Gifford (2022); Hafermalz & Riemer (2020); Hafermalz & Riemer (2021); Hamouche (2021); Kwon & Jeon (2020); Leonardi (2021); Madero Gómez et al. (2020); Ng et al. (2022); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Sahut & Lissillour (2023); Saura et al. (2022); Shirmohammadi et al. (2022); Singh et al. (2022); Soroui (2021); Straus et al. (2023); Tavares et al. (2020); Wang et al. (2020); Yarberry & Sims (2021)
Challenges of hybrid/remote work	Aloisi & De Stefano (2022); Anwar & Graham (2021); Arunprasad et al. (2022); Bartsch et al. (2021); Baryshnikova et al. (2021); Becker et al. (2022); Bellmann & Hübler (2020); Biron et al. (2021); Charalampous et al. (2019); Charbonneau & Doberstein (2020); Chatterjee et al. (2022); de Vaujany et al. (2021); Docka-Filipek & Stone (2021); Donnelly

Category	Articles
	& Johns (2021); Fan et al. (2022); George et al. (2022); Gifford (2022); Hafermalz & Riemer (2021); Hafermalz (2021); Hamouche (2021); Kalenkoski & Pabilonia (2022); Kuc-Czarnecka (2020); Kwon & Jeon (2020); Leonardi (2021); Milliken et al. (2020); Nash & Churchill (2020); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Prodanova & Kocarev (2021); Ramadan et al. (2021); Reizer et al. (2022); Sahut & Lissillour (2023); Saura et al. (2022); Shirmohammadi et al. (2022); Singh et al. (2022); Soga et al. (2022); Straus et al. (2023); Tavares et al. (2020); Van Zoonen & Sivunen (2022); Wang et al. (2020); Yarberry & Sims (2021)

Source: Author's Elaboration

3.2 Advantages and Challenges of remote work

Although it is clear the differences between hybrid work and remote work, being the first one commonly known as a type of work that can be performed digitally and done either remotely or in office grounds (Anwar & Graham, 2021), and the second, work performed fully for home or an alternative worksite (Kwon & Jeon, 2020), throughout the articles, different authors intertwine the concepts of hybrid work, remote, work, telecommute, among some other synonyms (Table 11).

Table 11 Definitions of the concept of hybrid/remote work based on the selected articles

Authors	Definition of hybrid/remote work
Anwar & Graham (2021)	Hybrid work, is a wide range of tasks that are digitally performed and can be delivered either remotely or locally.
Kwon (2020); Donnelly & Johns (2021); Perry et al. (2018)	Remote work, is work performed from home or an alternate worksite.
Chatterjee et al. (2022); Charalampous et al. (2019)	Remote work is an arrangement where an employee uses digital technology to perform their duties away from the traditional workplace. This can include working from home or any location outside the office, with the flexibility to work at any time given internet access and access to official systems.
Wang et al. (2020); Bellmann & Hübler (2020)	Remote work is conducted outside an employer-provided spaces, allowing employees to work anywhere other than the primary office for part of their working hours.
Singh et al. (2022)	Remote work is a flexible work pattern that allows employees to work without fixed spatial or time boundaries.

Authors	Definition of hybrid/remote work
Saura et al. (2022)	Telework, is when employees perform their duties outside the company's offices, using various information and communication technologies (ICTs).
Arunprasad et al. (2022)	Remote work is performed outside the organizational office space and time
Prodanova & Kocarev (2021); Pattnaik & Jena (2020)	Telecommuting is the use of technology for working purposes outside of the company's premises
Shirmohammadi et al. (2022)	Remote work is an arrangement where individuals perform tasks away from the office, using ICTs to interact with co-workers both inside and outside their organization.
Ng et al. (2022)	Remote work is performed at home, recurring to ICTs to assist this flexible working practice
Yarberry & Sims (2021)	Virtual or remote work is autonomous work, performed in non-traditional settings.
Soroui (2021)	Remote work occurs outside the office (such as a cafe) on a full-time or near full-time basis.
Hafermalz & Riemer (2021)	Remote work is a type of work where tasks do not have a social component.

Source: Author's Elaboration

Based on a thorough examination of diverse organizational contexts, several authors have identified key advantages related with hybrid work models, encompassing seventeen distinct perspectives (Table 12). The most frequently mentioned advantage is flexibility which, when used in hybrid/remote work models, allows employees to choose when and where to work, offering significant geographic and temporal flexibility (Hamouche, 2021). This autonomy enhances productivity by enabling workers to self-organize their tasks and manage their schedules more effectively. Moreover, the flexibility provided by hybrid/remote work arrangements is a key factor in improving organizational performance, as it directly influences employee autonomy, efficiency, and the ability to adapt to various work demands (Baryshnikova et al., 2021).

Another advantage of hybrid/remote work models is the increase satisfaction and happiness that employees gain from having this benefit. The high value attributed to hybrid work by employees, leads to increased job satisfaction and motivation. The flexibility they offer, along with reduced commuting and greater autonomy, enhances overall quality of life, resulting in happier and more committed workers (Arunprasad et al., 2022).

Autonomy and Empowerment are also significant advantages, as highlighted by fourteen authors. They say autonomy is significantly enhanced by granting employees spatial, temporal, and decision-making freedom (Aloisi & De Stefano, 2022). This increased autonomy allows employees to manage their own schedules, prioritize tasks, and choose their work locations, leading to greater job satisfaction, self-efficacy, and empowerment. The ability to self-manage and build skills independently fosters a sense of self-determination and improves overall job performance (Charalampous et al., 2022).

Considering the input of Charalampous et al. (2022) there's also an increase of productivity and organizational performance. The ability to work in a controlled environment away from office distractions enhances concentration and task completion. Greater autonomy in managing work schedules and locations further boosts productivity, enabling employees to optimize their performance. Additionally, the use of advanced ICT tools and technology development plays a crucial role in facilitating efficient task execution, even without face-to-face interaction (Hafermalz & Riemer, 2021). Collectively, these elements contribute to improved organizational performance and individual work outcomes.

Tied in the number of mentions, cost saving and, well-being and stress reduction are also two of the most referenced advantages. Hybrid/remote work models reduce expenses associated with office space, building maintenance, and real estate (Shirmohammadi et al., 2022). These models also lower operational costs, such as commuting and fuel consumption (Sahut & Lissillour, 2023). From the employee perspective, the ability to work remotely is considered a valuable benefit, often compensating for other financial incentives (George et al., 2022). In terms of well-being, offering a safer and more comfortable environment, boost employees well-being, reduces stress and supports emotional stability (Hafermalz & Riemer, 2020). The flexibility to better manage their time leads to reduced emotional exhaustion and improved work-life balance. With fewer office distractions and increased autonomy, remote work enhances task management, contributing to higher job satisfaction and overall happiness (Charalampous et al., 2022).

Reduced commute time is another frequently cited advantage, with studies noting a reduce or elimination of the need for daily commute, a benefit highly valued by employees. This

reduction in commute time not only saves time and travel costs (Sahut & Lissillour, 2023) but also contributes to lower greenhouse gas emissions and fuel consumption. The extra time and energy saved from reduced commuting can be redirected toward family, personal activities, or work, enhancing overall work-life balance and employee satisfaction (Shirmohammadi et al., 2022).

The remaining articles suggest other advantages of remote work models, such as:

- Crisis adaptability and resilience: Enhances an organization's ability to quickly adapt to unexpected changes, such as Covid-19 (Espitia et al., 2022).
- Work-life balance: Provides greater flexibility in managing personal and professional responsibilities (Charalampous et al., 2022).
- Enhanced collaboration through ICT: boost cross-functional collaboration even when teams are physically apart (Biron et al., 2021).
- Global talent access and retention: Increase talent pool size by attracting and retaining skilled professionals globally, offering better income opportunities and solving geographical constraints (Soroui, 2021).
- Commitment: workers and managers often find these models convenient and effective, leading to stronger commitment levels (Arunprasad et al., 2022).
- Digital transformation and innovation: acceleration of the digitalization of tasks and processes, enabling organizations to maintain high performance levels (Baryshnikova et al., 2021).
- Environment: hybrid work models contribute to environmental sustainability by reducing carbon footprints from daily commuting (Fenwick et al., 2021).
- Reduce work-family conflict: employees can easily address family related issues without compromising their professional duties (Sahut & Lissillour, 2023).
- Remote Healthcare: improvement of healthcare accessibility, particularly for individuals who are unable to visit hospitals in person (Hamouche, 2021).
- HR Development: accelerates the disruption of HR policies and practices that are aligned with hybrid work environments, ensuring better employee engagement and performance (Donnelly & Johns, 2021; Hamouche, 2021).

Table 12 Advantages of hybrid work models based on the selected articles

Advantages	Authors
Autonomy and Empowerment is significantly enhanced by granting employees spatial, temporal, and decision-making freedom. This increased autonomy allows employees to manage their own schedules, prioritize tasks, and choose their work locations, leading to greater job satisfaction, self-efficacy, and empowerment. The ability to self-manage and build skills independently fosters a sense of self-determination and improves overall job performance.	Aloisi & De Stefano (2022); Bartsch et al. (2021); Baryshnikova et al. (2021); Biron et al. (2021); Charalampous et al. (2019); Charalampous et al. (2022); de Vaujany et al. (2021); Fenwick et al. (2021); Hafermalz & Riemer (2020); Perry et al. (2018); Sahut & Lissillour (2023); Shirmohammadi et al. (2022); Straus et al. (2023); Yarberry & Sims (2021)
Commitment: workers and managers often find these models convenient and effective, leading to stronger commitment levels. Leadership support for remote work also plays a crucial role in fostering commitment. Interestingly, while physical isolation in remote work is linked to organizational commitment, it doesn't seem to be influenced by the frequency of remote work, suggesting that the benefits of remote work may outweigh the potential downsides of isolation.	Aloisi & De Stefano (2022); Arunprasad et al. (2022); Charalampous et al. (2019); Chatterjee et al. (2022); Kwon & Jeon (2020); Wang et al. (2020)
Cost Saving: by minimizing expenses associated with office space, building maintenance, and real estate. These models also lower operational costs, such as commuting and fuel consumption. For employees, the ability to work remotely is seen as a valuable benefit, often compensating for other financial incentives.	Arunprasad et al. (2022); Baryshnikova et al. (2021); Choudhury et al. (2021); George et al. (2022); Gifford (2022); Hamouche (2021); Nyberg et al. (2021); Pattnaik & Jena (2020); Sahut & Lissillour (2023); Shirmohammadi et al. (2022)
Crisis Adaptability and Resilience enhances an organization's ability to quickly and easily adapt to unexpected changes, such as the COVID-19 pandemic. By enabling remote work, these models help sustain business operations during crises, protect employees from health risks, and mitigates the negative impacts of disruptions like supply and demand shocks.	Baryshnikova et al. (2021); Becker et al. (2022); Biron et al. (2021); Chatterjee et al. (2022); Espitia et al. (2022); Hamouche (2021); Madero Gómez et al. (2020); Tavares et al. (2020)
Digital Transformation and Innovation: Acceleration of the digitalization of tasks and processes, enabling organizations to maintain high performance levels. The shift has driven the adoption of advanced technologies, including automation and AI, especially in sectors reliant on human interaction. This digital transformation not only enhances the efficiency of tasks without the need for face-to-face interaction but also promotes the development of new digital competencies. The digital exhaust generated through remote work can be leveraged to reduce work duplication, foster innovation, and improve	Bartsch et al. (2021); Baryshnikova et al. (2021); Hafermalz & Riemer (2021); Hamouche (2021); Leonardi (2021)

Advantages	Authors
organizational knowledge and task effectiveness. Additionally, it opens growth opportunities in sectors such as telecommunications or remote support, thus boosting overall operational efficiency and capability.	
Enhanced Collaboration Through ICT: the optimization of ICT tools, allows companies to enhance cross-functional collaboration even when teams are physically apart. The effective use of advanced communication technologies enables more efficient knowledge transfer, cost savings, and overall resource optimization. These tools have made it possible for organizations to maintain and even improve collaboration across different functions and departments, despite the physical distance between team members.	Biron et al. (2021); Hafermalz & Riemer (2020); Hamouche (2021); Leonardi (2021); Saura et al. (2022); Straus et al. (2023); Wang et al. (2020)
Contribution to Environmental Sustainability by reducing the need for commuting, which in turn lowers greenhouse gas emissions and pollution. These models are seen as environmentally friendly, helping to decrease fuel consumption and promoting long-term sustainability efforts.	Chatterjee et al. (2022); Fenwick et al. (2021); Pattnaik & Jena (2020); Saura et al. (2022); Shirmohammadi et al. (2022)
Flexibility allows employees to choose when and where to work, offering significant geographic and time flexibility. This autonomy enhances productivity by enabling workers to self-organize their tasks and manage their schedules more effectively. The flexibility provided by hybrid/remote work arrangements is a key factor in improving organizational performance, as it directly influences employee autonomy, efficiency, and the ability to adapt to various work demands.	Aloisi & De Stefano (2022); Anwar & Graham (2021); Arunprasad et al. (2022); Bartsch et al. (2021); Baryshnikova et al. (2021); Biron et al. (2021); Charalampous et al. (2022); Chatterjee et al. (2022); Choudhury et al. (2021); de Vaujany et al. (2021); George et al. (2022); Hamouche (2021); Kwon & Jeon (2020); Madero Gómez et al. (2020); Ng et al. (2022); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Shirmohammadi et al. (2022); Soroui (2021); Wang et al. (2020)
Global Talent Access and Retention: Increase talent pool size by attracting and retaining skilled professionals globally, offering better income opportunities and solving geographical constraints. Many employees are willing to leave their current jobs for roles that offer remote work flexibility, highlighting its importance in talent acquisition. These models also enhance a company's competitive edge by reducing the need for relocation, fostering employee satisfaction, and supporting business growth.	Anwar & Graham (2021); Baryshnikova et al. (2021); Charalampous et al. (2022); Pattnaik & Jena (2020); Sahut & Lissillour (2023); Shirmohammadi et al. (2022); Soroui (2021)
HR Development: The adoption of hybrid and remote work models heightens the importance of human resource management by necessitating new strategies for managing both on-site and remote employees. It accelerates the disruption of traditional HR practices,	Donnelly & Johns (2021); Hamouche (2021)

Advantages	Authors
requiring HR to provide tailored support, training, and development programs to meet the diverse needs of a distributed workforce, thereby ensuring that all employees remain engaged, productive, and well-supported.	
Increase Productivity and organizational performance. The ability to work in a controlled environment away from office distractions enhances concentration and task completion. Greater autonomy in managing work schedules and locations further boosts productivity, enabling employees to optimize their performance. Additionally, the use of advanced ICT tools and technology development plays a crucial role in facilitating efficient task execution, even without face-to-face interaction. Overall, these elements contribute to improved organizational performance and individual work outcomes.	Baryshnikova et al. (2021); Charalampous et al. (2022); Chatterjee et al. (2022); Choudhury et al. (2021); George et al. (2022); Gifford (2022); Hafermalz & Riemer (2021); Kwon & Jeon (2020); Ng et al. (2022); Nyberg et al. (2021); Pattnaik & Jena (2020); Sahut & Lissillour (2023); Tavares et al. (2020);
Reduced Commute or eliminate the need for daily commute, a benefit highly valued by employees. This reduction in commute time not only saves time and travel costs but also contributes to lower greenhouse gas emissions and fuel consumption. The extra time and energy saved from reduced commuting can be redirected toward family, personal activities, or work, enhancing overall work-life balance and employee satisfaction.	Charalampous et al. (2022); Choudhury et al. (2021); Fenwick et al. (2021); Hamouche (2021); Nyberg et al. (2021); Pattnaik & Jena (2020); Sahut & Lissillour (2023); Shirmohammadi et al. (2022); Wang et al. (2020)
Reduced Work-Family Conflict by offering flexibility in managing both work and family responsibilities. Employees can more easily address family-related issues without compromising their professional duties, leading to a better balance between work and home life.	Arunprasad et al. (2022); Sahut & Lissillour (2023); Shirmohammadi et al. (2022)
Remote Healthcare enables healthcare professionals to provide telehealth solutions. This advancement improves healthcare accessibility, particularly for individuals who are unable to visit hospitals in person, ensuring continuous care and support.	Fenwick et al. (2021); Hafermalz & Riemer (2020); Hamouche (2021)
Satisfaction: these models are highly valued by employees, leading to increased job satisfaction and motivation. The flexibility they offer, along with reduced commuting and greater autonomy, enhances overall quality of life, resulting in happier and more committed workers.	Aloisi & De Stefano (2022); Anwar & Graham (2021); Arunprasad et al. (2022); Becker et al. (2022); Bellmann & Hübler (2020); Charalampous et al. (2019); Charalampous et al. (2022); Chatterjee et al. (2022); Choudhury et al. (2021); Dubey & Tripathi (2020); Fenwick et al. (2021); Kwon & Jeon (2020); Nyberg et al. (2021); Pattnaik & Jena (2020); Saura et al. (2022); Wang et al. (2020)
Well-Being and Stress Reduction: boost in	Biron et al. (2021); Charalampous et al. (2019);

Advantages	Authors
employee's well-being by offering a safer and more comfortable environment, which reduces stress and supports emotional stability. Its flexibility allows employees to better manage their time, leading to reduced emotional exhaustion and improved work-life balance. With fewer office distractions and increased autonomy, remote work enhances task management, contributing to higher job satisfaction and overall happiness.	Charalampous et al. (2022); George et al. (2022); Hafermalz & Riemer (2020); Pattnaik & Jena (2020); Perry et al. (2018); Saura et al. (2022); Singh et al. (2022); Tavares et al. (2020)
Work-Life Balance: enhance work-life balance by providing greater flexibility in managing personal and professional responsibilities. Employees can integrate exercise routines, maintain healthier diets, and quickly transition between work and personal life. This flexibility is particularly beneficial for managing family obligations, such as maternity leave. The balance is further supported by social support, job autonomy, and well-equipped workspaces, all contributing to an improved quality of life.	Charalampous et al. (2022); Kwon & Jeon (2020); Pattnaik & Jena (2020); Sahut & Lissillour (2023); Saura et al. (2022); Shirmohammadi et al. (2022); Straus et al. (2023); Wang et al. (2020)

Source: Author's Elaboration

Regarding the main challenges to the implementation of hybrid/remote work models, the selected articles identified several challenges and obstacles that organizations might need to overcome (Table 13). The main challenge identified is related to psychological strain and technostress, highlighting that these models can pose significant risks to employees' mental health, including increased stress, anxiety, and burnout due to work intensification, constant digital connectivity, and surveillance (Hafermalz & Riemer, 2021; Arunprasad et al., 2022). Technostress from excessive use of technology, coupled with feelings of isolation, can undermine well-being, leading to fatigue, decreased interest in work, and psychological strain (Singh et al., 2022). Women may face higher rates of anxiety and depression. Balancing professional and personal responsibilities at home can further amplify stress, affecting overall mental health and quality of life (Docka-Filipek & Stone, 2021).

Isolation and Loneliness is also a commonly referred challenge, due to the lack of in-person interactions and informal socializing, such as coffee breaks or casual conversations (Straus et al., 2023). Employees may feel overlooked or disconnected, experiencing both psychological isolation, feeling unsupported and lacking social connection, and physical

isolation from colleagues. This isolation can increase psychological distress, reduce emotional attachment to the organization, and negatively impact commitment and well-being, emphasizing the need for intentional efforts to foster social connection and inclusion in remote settings (Wang et al., 2020)

Based on a different perspective, some studies emphasize that hybrid/remote work environments can negatively affect career progression and skill development, particularly because the reduce physical visibility may make it harder for employees to have their contributions noticed and valued by supervisors and peers (Hafermalz, 2021). In turn, there are also concerns of disadvantages between on-site and remote workers, where the second may face also limited mentoring, fewer opportunities for informal learning and a diminished professional network development (Gifford, 2022). This model also affects training and adaptation, as, for example, not all employees are comfortable using ICT tools or prepared for the demand of remote work (Hamouche, 2021).

On the technology side, two main barriers were identified in several articles: digital surveillance and AI overreach, which can lead to privacy intrusions, anxiety, and perceptions of mistrust, potentially straining employee-manager relationships. The use of digital exhaust and AI to predict employee behavior raises issues of fairness and transparency (Leonardi, 2021); Privacy, Data Security, and Cyber Risks, since these models have heightened risks of digital surveillance, cyber threats, and compromised data security, making it crucial for organizations to address these vulnerabilities effectively (Aloisi & De Stefano, 2022; Ramadan et al., 2021).

There were different challenges identified in hybrid/remote work models, some regarding employee difficulties, others the ability of the organizations to make these models succeed. For example, Chatterjee et al. (2022), identified infrastructure limitations as a challenge. These can be considered unreliable internet connectivity, insufficient technical support, and inadequate home office setups. Organizations cannot assume that every employee is equipped to work from home and must invest in infrastructure (Kuc-Czarnecka, 2020). On another analysis, Anwar and Graham (2021) describes additional challenges like lack of remote work governance, which consists of the absence of clear regulations, policies,

guidelines, and standards to manage remote work effectively, leading to inconsistency and confusion among employees.

Based on the perspective presented by Hamouche (2021), the challenges associated with hybrid/remote work models encompass several aspects of organizational dynamics, such as team cohesion and commitment, where dispersed teams may struggle to maintain strong connections, collaboration, and trust, impacting overall effectiveness. The author also proposes challenges at the leadership level as a barrier, where leaders may lack the skills or experience to manage hybrid teams effectively, particularly when balancing on-site and remote team members.

A big obstacle related with the two identified above is communication. Remote work poses several communication challenges at individual, team, and organizational levels (Arunprasad et al., 2022). Problems can arise due to varying comfort levels with ICT tools, lack of communication technologies, or reluctance to use them (Prodanova & Kocarev, 2021). Building relationships and maintaining a cohesive team climate requires thoughtful use of communication tools, which can be costly and inaccessible to some organizations (Hamouche, 2021).

The remaining studies suggest other types of obstacles to the implementation of hybrid/remote work models in organizations, such as:

- **Work Intensification:** The blurring of boundaries between work and personal life can lead to longer working hours and increased workloads (Perry et al., 2018; Tavares et al., 2020).
- **Work-Life Balance:** Difficulty in managing the separation of work and personal life, causing stress and potential burnout (George et al., 2022).
- **Work-Family Conflict:** Conflicts that arise when work demands interfere with family responsibilities (Soga et al., 2022).
- **Gender Inequality:** Disparities in how men and women experience hybrid work, with women potentially facing greater challenges in balancing work and family commitments (Nash & Churchill, 2020; Kalenkoski & Pabilonia, 2022).

- **Financial Concerns:** Increased personal expenses due to home office setup and utility costs (Anwar & Graham, 2021).
- **Geographic Complex Outcomes:** Challenges related to managing teams across different geographic locations, including time zone differences and varying local regulations (Donnelly & Johns, 2021).

Table 13 Challenges of hybrid/remote work models based on the selected articles

Challenges	Authors
Career Progression and Skill development: Social and professional isolation may result in perceived threats to career advancement and reduced visibility, making it harder for employees to have their contributions noticed and valued by supervisors and peers. There are concerns over labor market disadvantages between on-site and remote workers, where remote workers may experience reduced recognition, limited access to mentoring, fewer opportunities for informal learning, and diminished professional network development. Remote work also affects training and adaptation, as not all employees are comfortable using ICT tools or prepared for the demands of remote work, particularly older workers or those lacking prior experience. The situation can be especially detrimental for women, who often balance childcare responsibilities and may see negative impacts on their careers. Proper preparation and continuous professional development are essential to mitigate these challenges.	Charalampous et al. (2019); Docka-Filipek & Stone (2021); Gifford (2022); Hafermalz (2021); Hamouche (2021); Milliken et al. (2020); Nash & Churchill (2020); Ramadan et al. (2021); Sahut & Lissillour (2023); Shirmohammadi et al. (2022); Straus et al. (2023); Tavares et al. (2020); Yarberry & Sims (2021)
Communication challenges at individual, team, and organizational levels. Problems can arise due to varying comfort levels with ICT tools, lack of communication technologies, or reluctance to use them. Building relationships and maintaining a cohesive team climate requires thoughtful use of communication tools, which can be costly and inaccessible to some organizations. Communication issues can lead to delays, misunderstandings, and knowledge silos where vital information is held within small teams or individuals. Gender dynamics may also play a role, as women may find it harder to express their ideas or receive due credit in virtual settings, impacting overall knowledge sharing and collaboration.	Arunprasad et al. (2022); Baryshnikova et al. (2021); Biron et al. (2021); Gifford (2022); Hamouche (2021); Milliken et al. (2020); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Prodanova & Kocarev (2021); Tavares et al. (2020)
Digital Surveillance, and AI Overreach: concerns about digital surveillance, with increased monitoring through software, applications, and AI-driven tools. This surveillance can lead to privacy intrusions, anxiety, and perceptions of	Aloisi & De Stefano (2022); Anwar & Graham (2021); Charbonneau & Doberstein (2020); de Vaujany et al. (2021); Hafermalz (2021); Hamouche

Challenges	Authors
mistrust, potentially straining employee-manager relationships. The use of digital exhaust and AI to predict employee behavior raises issues of fairness and transparency. Additionally, the intense monitoring can cause employees to manipulate performance metrics, further complicating the assessment of productivity and job performance	(2021); Leonardi (2021)
Financial Concerns include variable income generation, intense competition, low wages, and limited bargaining power. Employees may face financial strain from purchasing necessary equipment, such as computers, and covering additional costs like increased utility bills. The financial instability and the need for personal investment in remote work tools highlight the economic pressures and disparities faced by remote workers.	Anwar & Graham (2021); Docka-Filipek & Stone (2021); Soga et al. (2022)
Gender Inequality: Women, particularly Black women, women managers, and those with advanced degrees, often face increased working hours. Gender inequality is further reflected in the higher rates of depression and anxiety reported among women, potentially due to a heavier burden of household tasks and childcare, which disproportionately fall on them compared to men. This imbalance can negatively affect their productivity and career progression. In professional settings, women may face challenges in communication and knowledge-sharing, particularly in video conferences, where they might struggle to express ideas and gain recognition. Furthermore, the flexibility of remote work can inadvertently reinforce traditional gender roles, limiting women's professional visibility and growth opportunities.	Docka-Filipek & Stone (2021); Fan et al. (2022); Kalenkoski & Pablonia (2022); Milliken et al. (2020); Nash & Churchill (2020); Sahut & Lissillour (2023); Shirmohammadi et al. (2022)
Geographic Complex Outcomes consist of challenges in managing and coordinating a distributed workforce across various locations. These complexities can affect communication, project management, and regional compliance. The diverse geographic spread of remote workers can lead to difficulties in maintaining a unified company culture, aligning time zones, and handling logistical issues related to varying local regulations and infrastructural limitations.	Donnelly & Johns (2021)
Infrastructure Limitation: Inadequate technological tools, unreliable internet connections, and insufficient ICT support create barriers to effective communication and productivity. Many employees struggle with precarious conditions, such as taking loans to buy necessary equipment or using public internet connections, which can compromise security and privacy. Digital exclusion is also a concern, as not all employees have equal access to digital tools and high-speed internet. Organizations cannot assume that everyone is equipped to work from home and must invest in infrastructure,	Anwar & Graham (2021); Arunprasad et al. (2022); Baryshnikova et al. (2021); Chatterjee et al. (2022); Hamouche (2021); Kuc-Czarnecka (2020); Ramadan et al. (2021); Sahut & Lissillour (2023); Saura et al. (2022); Singh et al. (2022); Straus et al. (2023); Tavares et al. (2020)

Challenges	Authors
technological tools, and support systems to ensure an effective remote working environment. Additionally, remote work is not feasible for all industries or roles, especially those requiring physical presence or specific equipment.	
Isolation and Loneliness is caused due to reduced face-to-face interactions and social engagement. This lack of connection can lead to psychological distress, lower emotional attachment to the organization, and decreased overall well-being, highlighting the importance of fostering social ties in remote settings.	Anwar & Graham (2021); Becker et al. (2022); Charalampous et al. (2019); Hafermalz (2021); Hamouche (2021); Kwon & Jeon (2020); Pattnaik & Jena (2020); Shirmohammadi et al. (2022); Soga et al. (2022); Straus et al. (2023); Van Zoonen & Sivunen (2022); Wang et al. (2020); Yarberry & Sims (2021)
Lack of Remote Work Governance presents multiple challenges for both employees and employers. Without adequate rules, there's a risk of imbalanced power dynamics, leading to potential exploitation and the misuse of surveillance technologies. The absence of comprehensive policies can result in a lack of accountability and support, with remote workers facing unclear expectations and management struggles. The lack of established engagement rules and political support may also lead to ineffective remote work programs and reduced overall productivity. Establishing robust governance frameworks is essential to create a fair, transparent, and well-managed remote work environment.	Anwar & Graham (2021); Kwon & Jeon (2020); Prodanova & Kocarev (2021)
Leadership Challenges: Managing remote teams presents unique difficulties for leaders, including the inability to supervise directly and monitor performance effectively. Challenges in engaging, collaborating, and maintaining agility within teams and organizations can hinder coordination and control. The lack of face-to-face interactions can result in performance management failures and role ambiguity, where remote employees may be unclear about expectations and their job performance. Managers may resort to micromanagement due to concerns about productivity, which can damage trust and create tension between supervisors and employees. Additionally, adapting new leadership styles and establishing clear boundaries are critical but challenging aspects of remote team management.	Arunprasad et al. (2022); Baryshnikova et al. (2021); Hamouche (2021); Kwon & Jeon (2020); Pattnaik & Jena (2020); Soga et al. (2022)
Privacy, Data Security, and Cyber Risks: Employees face increased surveillance through digital tools, biometric solutions, and software applications, leading to concerns over privacy intrusion and unaccountable management practices. The shift to remote work also heightens the risk of cyber threats, such as cybercrime, flow control attacks, and malware, especially when using personal devices that may lack proper security measures. Companies often struggle with ensuring adequate cybersecurity protocols, leading to	Aloisi & De Stefano (2022); Charbonneau & Doberstein (2020); de Vaujany et al. (2021); Pattnaik & Jena (2020); Ramadan et al. (2021); Sahut & Lissillour (2023); Saura et al. (2022)

Challenges	Authors
compromised data security and limited privacy protections for employees.	
Remote work can impact productivity due to lack of physical supervision, leading to self-management issues and decreased motivation. Employees may focus more on meeting digital metrics than on meaningful outcomes, and some might manipulate metrics or engage in counterproductive behaviors. Gender disparities can affect productivity, with women often experiencing greater disruptions due to additional household responsibilities. Other impacts include unclear communication, job disruptions, and distractions from digital devices.	Aloisi & De Stefano (2022); Arunprasad et al. (2022); Gifford (2022); Hafermalz (2021); Kwon & Jeon (2020); Leonardi (2021); Nash & Churchill (2020); Nyberg et al. (2021); Prodanova & Kocarev (2021); Reizer et al. (2022)
Psychological Strain and Technostress: risks to employees' mental health, including increased stress, anxiety, and burnout due to work intensification, constant digital connectivity, and surveillance. Technostress from excessive use of technology, coupled with feelings of isolation, can undermine well-being, leading to fatigue, decreased interest in work, and psychological strain. Women may face higher rates of anxiety and depression. Balancing professional and personal responsibilities at home can further amplify stress, affecting overall mental health and quality of life.	Anwar & Graham (2021); Arunprasad et al. (2022); Baryshnikova et al. (2021); Becker et al. (2022); Charalampous et al. (2019); Charbonneau & Doberstein (2020); Docka-Filipek & Stone (2021); George et al. (2022); Hafermalz & Riemer (2021); Hamouche (2021); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Prodanova & Kocarev (2021); Saura et al. (2022); Shirmohammadi et al. (2022); Singh et al. (2022); Soga et al. (2022); Van Zoonen & Sivunen (2022); Yarberry & Sims (2021)
Team Cohesion and Commitment: The absence of physical interaction can lead to feelings of disconnection and isolation among employees, reducing opportunities for spontaneous peer advice, one-to-one communication, and team-building activities. This can result in a weakened social climate, reduced engagement, and loss of organizational synergy. Employees may feel detached from their colleagues and the broader organization, missing out on informal resources and support that are critical for maintaining commitment and a sense of belonging. Moreover, the increased autonomy in remote work can sometimes lead to employees feeling too independent and disconnected from team goals and culture. Managers face the daunting task of engaging employees and fostering a cohesive team environment without the traditional tools of in-person interaction, requiring more deliberate and innovative approaches to communication, onboarding, and cultural reinforcement.	Arunprasad et al. (2022); Biron et al. (2021); Gifford (2022); Hafermalz & Riemer (2021); Hamouche (2021); Nyberg et al. (2021); Pattnaik & Jena (2020); Perry et al. (2018); Saura et al. (2022); Wang et al. (2020); Yarberry & Sims (2021)
Work Family Conflict arises when work demands interfere with family responsibilities, often exacerbated by the blurred boundaries between work and home life in remote or hybrid setups. This can include difficulties managing family issues alongside work tasks, leading to increased stress and	Milliken et al. (2020); Soga et al. (2022)

Challenges	Authors
decreased job satisfaction. Effective integration strategies are necessary to mitigate these conflicts and support employees in balancing their professional and personal lives.	
Work Intensification is when employees experience an increase in workload and working hours. The blurring of boundaries between home and work, along with the expectation to be "always online," can make workers feel constantly engaged, leading to burnout. Remote work may also result in dehumanization, where employees are perceived as faceless and disposable. The simultaneous management of professional and household tasks exacerbates the perception of being overworked, creating further challenges in maintaining work-life balance.	Arunprasad et al. (2022); Bartsch et al. (2021); Donnelly & Johns (2021); Fan et al. (2022); Perry et al. (2018); Reizer et al. (2022); Shirmohammadi et al. (2022); Tavares et al. (2020)
Work-Life Balance: blurred boundaries between work and personal life, where both time and space often overlap, may lead to a decrease in work-life balance. Many employees struggle with separating work from home responsibilities, resulting in difficulties unplugging and extended working hours. The merging of work tasks with household duties, caregiving, and personal life challenges leads to a constant juggling act that can increase stress and reduce overall satisfaction. This ambiguity and overlap make it hard for remote workers to manage care work and remote work effectively, compromising both professional and personal well-being.	Bellmann & Hübler (2020); de Vaujany et al. (2021); Docka-Filipek & Stone (2021); Donnelly & Johns (2021); Fan et al. (2022); George et al. (2022); Gifford (2022); Hafermalz (2021); Kwon & Jeon (2020); Pattnaik & Jena (2020); Perry et al. (2018); Soga et al. (2022); Tavares et al. (2020)

Source: Author's Elaboration

4. Discussion

Hybrid work models have become a significant focus for organizations seeking to adapt to the evolving work environment, particularly in the wake of global shifts towards more flexible working arrangements. These models, characterized by a combination of outside and on-site work, facilitated by digital tools (ICT) to perform such work and to communicate with the organization, offer potential benefits such as improved work-life balance, increased flexibility, and access to a wider talent pool. However, there is also a number of challenges such as maintaining team cohesion, ensuring data security, and balancing productivity across remote and in-office settings, that organizations need to consider in order to make an informed decision in whether they want to embrace this new work models or return to the full office based one. It is also evident in the literature that there are several complexities and misunderstandings surrounding the benefits and obstacles of hybrid work. Thus, the present study aimed to gather insights to clarify these doubts on the advantages and obstacles that hybrid work models offer.

The conducted systematic literature review comprised 52 articles from different industries and contexts, providing comprehensive knowledge that addresses this study's research question. Across different sectors and organizational levels, hybrid work models are characterized by a blend of outside and on-site work, performed through the leverage of digital tools, offering flexibility to employees while aiming to maintain or improve organizational performance and culture. Overall, the concept is closely tied to digital transformation, as it relies heavily on digital tools and platforms for communication, collaboration, and performance management. Thus, the ability to leverage hybrid work models is increasingly seen as a crucial factor for organizations to stay competitive in the current global business landscape.

Considering the advantages of hybrid/remote work models (Table 11), the literature demonstrates that one significant benefit is flexibility, allowing employees to choose when and where to work, offering significant geographic and time flexibility (Aloisi & De Stefano, 2022; de Vaujany et al., 2021). Other advantages include employee satisfaction, since they highly value this model (Anwar & Graham, 2021). Additionally, access to a wider talent pool is noted as an advantage, as organizations can recruit talent without

geographic limitations (Sahut & Lissillour, 2023). Further benefits of hybrid work involve cost reductions related to office space (Pattnaik & Jena, 2020) and commuting (Sahut & Lissillour, 2023), as well as autonomy and empowerment which is greatly enhanced by granting employees spatial, temporal and decision-making freedom (Charalampous et al., 2022). Collectively, these advantages suggest that hybrid work models can be strategically leveraged to foster a more adaptable and resilient organizational culture.

Overall, the main advantages of hybrid work models require a thorough understanding of both its potential benefits and the contextual challenges it presents. Organizations need to develop a clear framework that leverages these benefits and establish a path to regulate these models, avoiding stepping on the obstacles, and if so, adapt and solve them. Organizations that effectively manage these benefits, while fostering a culture of trust and inclusivity, are better positioned to attract and retain top talent, improve employee engagement, and enhance overall organizational performance in an increasingly dynamic and competitive landscape.

Regarding the main challenges of hybrid/remote work models, they have been identified (Table 12), referring to multiple organizational, technological, and social dimensions. One challenge that was consistently mentioned across several studies is psychological strain and technostress, considering that hybrid work increases stress, anxiety (Pattnaik & Jena, 2020) and burnout (Arunprasad et al., 2022). Other significant challenges include digital surveillance and AI overreach, leading to concerns about privacy and trust when organizations excessively monitor employee activities (Charbonneau & Doberstein, 2020). Infrastructure limitations, such as unreliable internet and inadequate home office setups, were also identified as critical challenges that affect productivity and employee satisfaction (Tavares et al., 2020). In addition, challenges in maintaining team cohesion and commitment in hybrid settings, where face-to-face interactions are limited, were frequently highlighted (Arunprasad et al., 2022), as well as isolation and loneliness due to the fewer in-person interactions and informal socializing, which reduces employees' sense of belonging and commitment (Wang et al., 2020).

Other challenges include work intensification, where remote work often leads to blurred boundaries and longer working hours (Perry et al., 2018), leadership challenges in effectively managing hybrid teams and adapting to new management practices (Baryshnikova et al., 2021), and work-life balance, where both time and space often overlap, creating additional stress (George et al., 2022). Further obstacles noted were related to career progression and skill development, where employees fear limited visibility (Hafermalz, 2021) and fewer networking opportunities (Shirmohammadi et al., 2022). There are also concerns about gender inequality, with women potentially facing more significant challenges in managing hybrid work (Nash & Churchill, 2020; Kalenkoski & Pabilonia, 2022), and financial concerns associated with increased personal expenses for home office setups (Anwar & Graham, 2021). Lastly, geographic complexities related to managing teams across different time zones and locations were also seen as a challenge (Donnelly & Johns, 2021).

Overall, these are some of the challenges that organizations may face when implementing hybrid/remote work models. To overcome these obstacles, companies must invest in robust digital infrastructure, foster an inclusive culture that accommodates diverse work preferences, and implement clear policies that protect both organizational data and employee well-being. Successfully navigating these challenges can enable organizations to leverage the full potential of hybrid work models, ultimately leading to enhanced agility, competitiveness, and growth within their respective markets.

5. Conclusion

The objectives of this systematic literature review were to identify the advantages and challenges associated with hybrid work models and to explore the complexities that organizations face when adopting these models, so they can make an informed decision. It was found that the key advantages of hybrid/remote work models revolve around enhanced flexibility and productivity, satisfaction of the coworkers, autonomy and empowerment, cost saving and increase well-being and stress reduction, among others. These advantages suggest that hybrid work can be a strategic lever to foster an adaptable and resilient organizational culture, particularly in a digitally transforming world. However, the benefits are contingent upon the organization's ability to develop and manage hybrid work effectively, balancing flexibility with productivity and employee well-being.

On the other hand, the review also highlighted several significant challenges to implementing hybrid/remote work models, ranging from structural challenges like team cohesion, communication and infrastructures to social and organizational obstacles such as psychological strain, isolation, career progression limitations, and work-life balance. These challenges suggest that hybrid work adoption is not without its difficulties, particularly when organizations fail to address the infrastructure, governance, and cultural elements that support effective hybrid work environments. Ultimately, these challenges often stem from a lack of preparedness, outdated management practices, or inadequate policies that do not fully account for the complexities of hybrid work and do not consider that one size does not fit all.

This systematic literature review also revealed a gap in existing research regarding hybrid work models, despite the growing interest and rapid adoption of these models across various industries. Even though we considered keywords such as “hybrid work” and “hybrid work models”, most articles primarily focus on full remote work. If more literature existed specifically on hybrid work, many of the challenges identified wouldn’t seem so significant due to the physical presence of hybrid work, compared to fully remote work. Additionally, most studies, especially the ones discussing challenges, are based on the effects of forced remote work caused by Covid-19, which introduces bias since most companies were unprepared for such circumstances. It was also noted that there is a lack of

consensus on the optimal practices for managing hybrid teams and the specific conditions under which hybrid work can yield the most significant benefits. Many studies offer insights based on diverse contexts and assumptions, which has resulted in a fragmented (Table 9) understanding of the concept and its implications. For example, an almost equal number of studies found that hybrid/remote work increased productivity, while others reported a decrease in productivity. Therefore, future research should aim to provide more comprehensive and coherent frameworks for understanding and implementing hybrid work models, particularly regarding on the how to overcome the identified challenges.

This study was based on a limited range of databases, focusing only on articles written in English and published in peer-reviewed journals between 2016 and 2024. As such, other relevant studies may have been excluded from this review. Additionally, the final selection of articles was based on their titles, abstracts, and keywords, which might have overlooked some papers that could have provided more nuanced perspectives on hybrid work models. Nonetheless, this review offers a foundational analysis of hybrid work's advantages and challenges, which can serve as a valuable resource for organizations and scholars aiming to navigate this evolving landscape and leverage hybrid work to achieve sustainable success.

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7. Data Availability

Data was collected from the Scopus database and is available on request from the corresponding author.

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N/A

9. Conflict of interest

The author has no relevant financial or non-financial interests to disclose.