

BIBLIOMETRIC ANALYSIS: THE INFLUENCE OF HYBRID WORK ENVIRONMENTS ON EMPLOYEE PERFORMANCE IN THE DIGITAL ERA

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Abstract: This study aims to analyze the relationship between hybrid work environments and employee performance in the digital era using a bibliometric approach. The rapid transformation of digital technology and the shift in organizational work patterns after the COVID-19 pandemic have made hybrid work a dominant research theme globally. Therefore, this study seeks to map scientific developments, intellectual structures, and research trends related to hybrid work and employee performance to identify existing conceptual patterns and potential research gaps. The Scopus database was used as the primary source of indexed publications to 2024, retrieved using Publish or Perish with keywords such as “work environment,” “hybrid work environment,” and “hybrid work.” A total of 200 relevant articles were analyzed. The methodology employed includes data screening, standardization, and keyword cleaning, followed by bibliometric analysis using VOSviewer to visualize co-authorship networks, keyword co-occurrence, and thematic evolution. The findings indicate that hybrid work is strongly associated with themes such as flexibility, digital communication, work-life balance, employee engagement, and productivity. The results also show that research interest in hybrid work has increased significantly after 2021, with performance outcomes influenced by digital readiness, organizational support, communication quality, and adaptive leadership. This study provides practical implications for organizations to design hybrid work policies that enhance performance, reduce digital fatigue, and promote employee well-being. Theoretically, it contributes to mapping hybrid work as an emerging field in human resource management research. The originality of this study lies in its comprehensive bibliometric mapping of hybrid work–performance relationships, offering updated insights for scholars and practitioners in the digital work era.

Keywords: Hybrid work, work environment, employee performance, bibliometric analysis, VOSviewer.

INTRODUCTION

In today’s digital era, the development of information and communication technology has changed many aspects of life, including in the work environment. One of the increasingly popular and relevant work models is the hybrid work environment, which is a combination of in-office work and remote work. This work model is considered to offer greater flexibility for employees, thus impacting their performance. Research on the influence of hybrid work environments on employee performance is important to understand how digital transformation and changes in work patterns have optimal effects on employee productivity and well-being

(Rohmawan Rohmawan et al., 2025). Several studies and reviews of international reports show that hybrid work patterns can improve employee satisfaction and well-being, but their effects on productivity and other performance indicators are complex and depend on policy design and organizational context.

Hybrid work environments provide advantages in the form of increased autonomy, time flexibility, and work-life balance. Studies show that this model can increase employee engagement and motivation if implemented with the right strategies, such as digital leadership, effective communication, and work-life integration. However, challenges such as social isolation, digital fatigue, and changes in workplace identity also need to be considered so that hybrid work management can support performance in a sustainable manner (Abdurrafi, 2025; Ogunnaike et al., 2025; Toscano et al., 2025)

Bibliometric analysis was used in this study to identify literature trends and research findings on the influence of hybrid work environments on employee performance in the digital age. This method allows the assessment of intellectual structure and research performance related to the topic of hybrid work, providing a comprehensive picture of the evolution of research and the gaps that can still be explored. Bibliometrics helps formulate a conceptual framework and theoretical foundation for further research oriented to modern organizational practices and policies (S. Mishra & Dey, 2024). Although the literature on remote/hybrid working has grown rapidly since 2020, research shows new issues such as digital burnout, team coordination difficulties, and the phenomenon of “quiet quitting” that are changing the relationship between hybrid work environments and employee performance. On the other hand, systematic and bibliometric studies on this topic are still relatively limited to a certain scope, so a knowledge map is needed that integrates publication trends, key keywords, as well as dominant authors and countries to understand the direction of research and conceptual gaps. Identifying the most important research themes will help researchers and HR practitioners prioritize evidence-based interventions (Bukhari. Muh et al., 2022; Kartika et al., 2025; Saritha & Akthar, 2024)

This study aims to explore the relationship between hybrid work environment and employee performance through systematic studies and bibliometric analysis. By understanding the influence of digital technology and changes in work patterns, this research can provide important insights for organizations in designing adaptive, inclusive, and productive work policies. References from various studies will strengthen the argument and build a solid academic foundation, covering issues such as motivation, productivity, and employee well-being in the digital age (Mathebula & Marwa, 2025a; Naysmith & Samuelsson, 2024b). Although numerous studies have examined hybrid work, the primary empirical focus to date has focused on work–life balance, employee engagement, or productivity, rather than on employee performance directly as the primary organizational outcome. Studies such as hybrid work evaluations of work–life balance and productivity demonstrate positive implications, but there is no consensus yet on the mechanisms of the relationship between hybrid work and employee performance—especially when considering the role of digital and organizational variables simultaneously (Mahesti & Firmansyah, 2025; Intan, 2025). Furthermore, most empirical studies are still limited to specific sectoral contexts, which raises the need to test this relationship across various organizational contexts and incorporate digital technology variables as mediators or moderators within the theoretical framework of hybrid work (Sadiqin & Hwihanus, 2025). The findings are expected

to provide guidance for HR researchers and practitioners in designing work environment relationships Hybrid to employee performance .

- Q1: What research has been conducted on the influence of hybrid work environments on employee performance that is still underexplored in the literature, definitions, theories, research themes, methodologies, contexts, and locations?
- Q2: What is the relationship between the Effect of developing a hybrid work environment on employee performance?
- Q3: What is the future research agenda regarding the development of hybrid work environments on employee performance?

LITERATURE REVIEW

A hybrid work environment is a work arrangement model that combines work from the office (on-site) and working from home or other locations (remote). This model has grown rapidly since the digital era and has been further strengthened after the COVID-19 pandemic which has driven the adoption of collaborative technology in organizations. Hybrid work not only moves job sites, but also changes the dynamics of communication, collaboration patterns, work culture, and expectations between employees and the organization. According to (Sokolic, 2021) Hybrid work environments emphasize flexibility as a key element, allowing employees to set their work rhythms according to personal needs and job tasks. Thus, hybrid work is seen as an innovation in human resource management that is oriented towards digital adaptation.

A hybrid work environment encompasses several key dimensions, namely work flexibility, use of digital technology, virtual communication, output-based supervision, and time management. The flexibility dimension allows employees to determine when and where they work, potentially improving work-life balance. Furthermore, technology support such as digital collaboration platforms, project management systems, and online communication are important elements that ensure a smooth hybrid work process (Sokolic, 2021). However, there are also challenges such as digital fatigue, communication barriers, and the potential for social isolation if not managed properly (Ollo-López & Goñi-Legaz, 2021). Therefore, organizations need to ensure clear policies, adequate infrastructure, and a supportive work culture.

Employee performance is defined as the achievement of work results according to the tasks, responsibilities, and targets that have been set by the organization. In the digital era, performance measurement increasingly focuses on output, time effectiveness, innovation, work quality, and adaptability to technology. According to (Donthu et al., 2021a; Fanar Shwedeh1, Ahmed Aburayya2, 2023; Mathebula & Marwa, 2025a) Digital transformation has changed the way organizations assess performance, from a process-based approach to an output-based approach. Hybrid work environments provide space for employees to work in more flexible conditions, but are still required to demonstrate stable productivity and measurable contributions. Therefore, the success of hybrid models relies heavily on alignment between technology, communication, and work evaluation systems.

Studies have found that hybrid work environments have a significant influence on improving employee performance when balanced with organizational support, effective communication, and clear policies. Hybrid work provides flexibility that can increase motivation, job satisfaction, and life balance, ultimately contributing to improved performance (Carrasco-Garrido et al.,

2023) especially after the boom experienced in the global pandemic of COVID-19, which has given rise to new ways of working. Design: /methodology/approach: in this study, bibliometrics and scientific mapping were used to analyze the conceptual structure of hybrid telework based on 104 documents extracted from the Web of Science (WoS). In addition, the use of digital technology allows the work process to be more efficient and transparent. However, if not managed properly, hybrid work can also trigger obstacles such as decreased team coordination, communication gaps, and unstructured work demands. Study by The Impact of Hybrid Work Models on Employee Performance (Saritha & Akthar, 2024) shows that the effectiveness of performance in a hybrid system is greatly influenced by the quality of the work environment, digital culture, and technological competence of employees. Thus, the role of management in creating a balanced hybrid work environment is an important factor for optimizing employee performance.

Various empirical studies demonstrate that hybrid work environments significantly impact employee performance, especially when supported by clear organizational policies, effective communication, and digital technology readiness. The hybrid work model provides flexibility in work time and location, enabling employees to better balance the demands of work and personal life, thereby increasing motivation, job satisfaction, and commitment to the organization. This directly and indirectly contributes to improved individual and organizational performance (Angreni & Mahyuni, 2024; Setiyono et al., 2024). In addition to flexibility, the role of digital technology is a key factor in determining the effectiveness of hybrid work. The use of technologies such as online collaboration systems, digital communication platforms, and artificial intelligence support can improve work process efficiency, task transparency, and speed decision-making. Research by Sadiqin & Hwihanus (2025) proves that the integration of digital technology and digital leadership in a hybrid work system has a positive and significant impact on employee engagement and employee performance, confirming that employee performance is influenced not only by work flexibility but also by the quality of the digital work environment created by the organization.

However, the effectiveness of a hybrid work environment is not automatic. Several studies have confirmed that without adequate managerial support, hybrid work can actually create challenges such as decreased team coordination, communication gaps, and unclear roles and work targets. Research by Saritha and Akthar (2024) shows that the quality of the work environment, the organization's digital culture, and employees' technological competence are key determinants in ensuring that hybrid work systems positively impact performance. Similar findings were also presented by Angreni & Mahyuni (2024), who confirmed that hybrid work significantly improves employee performance when accompanied by organizational support and adaptive work policies.

METHOD

This study used a Systematic Literature Review (SLR) approach combined with bibliometric analysis to comprehensively examine the relationship between hybrid work environments and employee performance. The SLR approach was chosen because it allows for systematic, transparent, and replicable identification, evaluation, and synthesis of literature. Petticrew and Roberts (2006) emphasized that SLR aims to integrate relevant scientific evidence to answer

research questions objectively and minimize bias. Similarly, Kitchenham and Charters (2007) recommend the use of a structured SLR protocol in evidence-based research to ensure the quality and consistency of the research process.

The research data was obtained from the Scopus database, internationally recognized for its multidisciplinary reach and quality indexing. The literature search was conducted using the Publish or Perish (PoP) application, using keywords such as “work environment,” “hybrid work environment,” and “hybrid work,” which were searched through article titles, abstracts, and keywords. The publication period analyzed was 2024, with a focus on English-language journal articles and review articles. Through the selection process, 200 articles were obtained which were analyzed quantitatively using the SLR and bibliometric approaches.

To clarify the scope and focus of the study, this study used the P-I-C-O-C (Population, Intervention, Comparison, Outcome, Context) framework as recommended by Petticrew and Roberts (2006) and adapted into the SLR guidelines by Kitchenham and Charters (2007). This framework helps ensure that the literature search and analysis align with the research objectives. Population (P): Employees working in organizations implementing a hybrid work system. Intervention (I): Implementation of a hybrid work environment, including work flexibility and the use of digital technology. Comparison (C): Other work models such as conventional office-based (on-site) or fully remote work. Outcome (O): Employee performance, including productivity, work effectiveness, and target achievement. Context (C): Organizations in the digital age across diverse industry sectors and countries.

The analysis stage is carried out in several steps, namely

Step 1: Literature Search

The initial stage involved data collection by searching for articles discussing hybrid work environments and employee performance using relevant keywords through Publish or Perish and Google Scholar, with the primary source coming from Scopus.

Step 2: Article Selection

Selection was conducted to ensure the quality and relevance of articles based on three criteria: universality (English language), publication quality (journal indexes such as Scimago Journal Rank, number of citations, and non-predatory journal status), and topic relevance. Based on these criteria, 200 articles published between 2024 were selected for further analysis.

Step 3: Data Digitization and Management

All selected articles were then digitized by extracting key information, including abstracts, keywords, research objectives, theoretical basis, methodology, and research context (sector/industry and country). Data was stored and managed in Microsoft Excel and Access formats.

Step 4: Data Processing and Analysis

This stage includes data cleaning by removing duplicates, standardizing author and institutional names, and unifying similar keywords. Bibliometric analysis was performed using R software (the Bibliometrix package) and VOSviewer to map relationships between authors, institutions, and countries, as well as co-occurrence analysis. The analysis results include annual publication trends, the most productive journals and

authors, a map of scientific collaborations, and the evolution of research themes over time.

This approach allows the identification of key research topics and research gaps that are still open related to creating a balanced hybrid work environment as an important factor for optimizing employee performance. Thus, the bibliometric method not only provides a knowledge mapping, but also serves as a basis for formulating research agendas and strategic practices in the field of human resource management that support long-term sustainability (Aria & Cuccurullo, 2023).

RESULTS

The results of bibliometric mapping using VOSviewer in the 2024 range show that hybrid work environments have a strong relationship with the clusters of keywords “work environment,” “hybrid work e environment,” and “hybrid work,”. The co-occurrence visualization shows that research related to hybrid work has grown rapidly since 2021, especially post-pandemic, with the dominance of themes emphasizing work flexibility, the use of digital technology, and work-life balance. These findings indicate that hybrid work environments are becoming a strategic factor that affects employee work effectiveness through increased autonomy, reduced travel stress, and work time efficiency (Choudhury et al., 2020; Collins et al., 2021; Zainal Aprianto Bagus Pratama,ismawati, 2024)the actual number of HF hospitalizations remains >1 million annually. More than 80% of patients who are hospitalized are initially seen in the emergency department (ED).

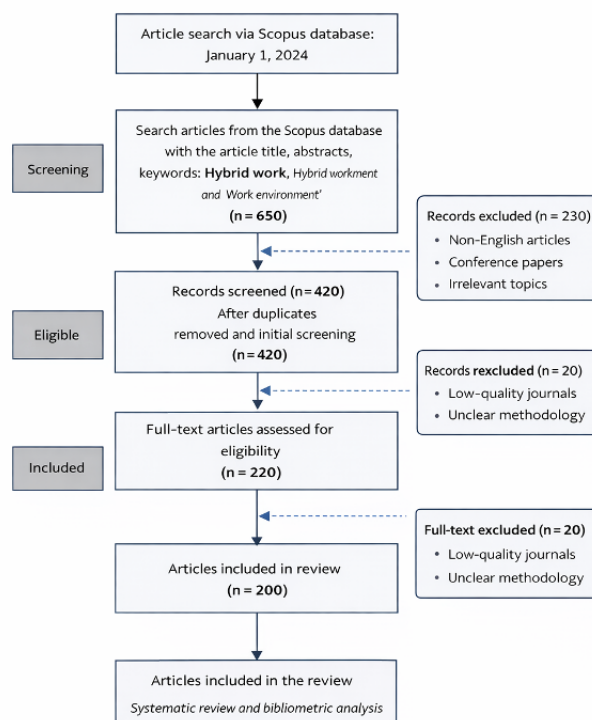


Figure 1. Systematic Literature Review Information flow using PRISMA

Analysis of the relationships between variables in bibliometric networks shows that hybrid work environments contribute positively to improved employee performance, especially when supported by effective communication, an adaptive organizational culture, and adequate technological support. The emergence of productivity and job satisfaction clusters reinforces that hybrid work models are able to increase motivation and work output, as long as the organization is able to manage team coordination appropriately. This is in line with various study results that confirm that hybrid work supports improving the quality of work because it provides flexibility while maintaining the necessary face-to-face collaboration (Tampubolon & Pakuan, 2023). Through a bibliometric study, it was found that recent studies highlight the importance of flexibility, the use of digital technology, and the balance between office work and remote work as the main factors that affect employee productivity and motivation. In addition, the results of the study also show that the implementation of a hybrid work environment supported by adaptive management and adequate technological infrastructure can significantly increase job satisfaction and employee engagement. Thus, a hybrid work environment is considered an effective work model in the digital era in supporting optimal employee performance (Nugraha et al., 2025; Tampubolon & Pakuan, 2023).

The concept of this research also reveals that the successful implementation of a hybrid work environment is highly dependent on the organization's ability to overcome challenges such as imbalance in access to technology, the risk of social isolation, and the need for effective communication. Recent studies emphasize that inclusive and adaptive leadership strategies and flexible work policies are key factors in driving employee performance and well-being in a hybrid work environment. This research confirms that companies that are able to integrate technology optimally and build a supportive work culture will be better able to maximize the productivity potential of employees in the era of (Mathebula & Marwa, 2025a; S. Mishra & Dey, 2024; Naysmith & Samuelsson, 2024b).

DISCUSSION

Results of the study bibliometrics shows that research on the influence of the work environment Hybrid employee performance is still dominated by general conceptual approaches and quantitative empirical studies with key variables such as work flexibility, Work-life balance, job satisfaction, and productivity. However, there are several aspects that are relatively Less explored in depth. First, from the side of Definition and conceptualization, many studies still equate Hybrid Work with remote Work or flexible work, without clearly distinguishing the dimensions of the hybrid work environment such as work design, remote work intensity, and the integration of physical and digital work. Second, from the side of theory, the majority of studies refer to Job Demands-Resources (JD-R) Theory and Social Exchange Theory, Meanwhile, other theoretical approaches such as socio-technical systems theory, self-determination theory, and digital leadership theory are still limited in use. Third, from the side of Research Theme, contemporary issues such as digital fatigue (Digital Fatigue), social isolation, Quiet quitting, and trust-based performance management is still relatively rarely studied empirically, Thematic analysis shows that existing research focuses primarily on work-life balance, employee well-being, and job satisfaction, while employee performance is often positioned as a secondary variable or not directly measured. Studies that objectively measure employee performance—for

example, through productivity, output quality, or target achievement—are still relatively limited. Furthermore, themes such as the role of digital leadership, hybrid organizational culture, and the design of sustainable hybrid work policies remain underexplored. Fourth, from the side of Methodology, most studies use cross-sectional surveys, so there are not many longitudinal, mixed-method, or diary studies that have been able to capture performance dynamics in work systems Hybrid (Supriyadi et al., 2025) a condition arising from prolonged engagement with digital tools, significantly affects employee productivity and well-being. This scoping review explores the contributing factors, consequences, and mitigation strategies related to digital fatigue in professional settings. A systematic search of peer-reviewed literature (2010–2025). Fifth, from the side Context and location, research is still concentrated in developed countries and knowledge-based sectors (Knowledge-based industries). Studies in developing countries, the MSME sector, the public sector, and the cultural context of Southeast Asia are still very limited. These findings confirm the existence of extensive research opportunities to enrich the hybrid work environment literature with a more contextual and multidimensional perspective.

Q2. The relationship between the development of a hybrid work environment and employee performance

Based on the results of the literature mapping, the relationship between the development of a hybrid work environment and employee performance is positive but conditional. Development of the work environment Hybrid strategically designed—through clear work flexibility policies, digital technology support, effective communication, and adaptive leadership—proven to be able to improve employee performance in terms of productivity, work quality, and work engagement (Nurhidayah & Muliansyah, 2024).

The development of a hybrid work environment provides space for employees to manage their work time and energy more optimally, thus having an impact on increasing intrinsic motivation and work-life balance. However, this relationship is not automatic. Without the development of an output-based performance evaluation system, a supportive organizational culture, and adequate digital competencies, the work environment Hybrid In fact, it has the potential to reduce performance due to miscommunication, poor coordination, and digital fatigue. Thus, employee performance in the environment Hybrid is greatly influenced by the quality of the design and management of the work system Hybrid itself (Apenbrink & Kuhlmann, 2025; Aurellyya Abean & Trisyulianti, 2025).

Q3. Future research agenda

Based on the identified research gaps, the future research agenda needs to be directed to several main focuses. First, further research needs to develop Integrative conceptual models that relate the work environment Hybrid with employee performance through mediation and moderation variables such as digital leadership, organizational culture, technology readiness, and employee mental health. Second, strengthening is needed methodological approach, particularly through longitudinal studies, field experiments, and mixed-methods to understand the long-term impact of the work environment Hybrid on performance (Apenbrink & Kuhlmann,

2025). Third, future research needs to expand Research context, especially in public sector organizations, MSMEs, and developing countries so that the findings are more relevant practically and contextually. Fourth, new issues such as digital well-being, work justice in a hybrid system, and the ethical and sustainability implications of hybrid work need to be a research priority (Aurellyya Abean & Trisyulianti, 2025). With this agenda, research on the development of hybrid work environments not only contributes to the enrichment of MSDM theory, but also provides a strong policy basis for organizations in the digital era. In addition, future studies are suggested to expand the theoretical framework by integrating socio-technical systems theory, self-determination theory, and digital leadership theory, because the dominance of Job Demands–Resources Theory in hybrid work research has the potential to limit the understanding of the complexity of digital work systems (Donthu et al., 2021b; Mathebula & Marwa, 2025b; Naysmith & Samuelsson, 2024a).

Future research needs to develop an integrative conceptual model that explains how hybrid work environments affect employee performance through mediation mechanisms such as digital well-being, employee engagement, and trust, as well as moderation factors such as digital leadership and organizational culture, given that the current literature is still theoretically fragmented (Carrasco-Garrido et al., 2023; R. Mishra et al., 2023; Sokolic, 2021) especially working from home, has become the most common form of work in the third decade of the 21st century. What started at the beginning of the millennium as an experimental practice in some companies (mainly in the IT industry. In addition, empirical studies that examine organizational policies and interventions, such as hybrid work rotation designs, output-based evaluation systems, and digital leadership training, are urgently needed to bridge the gap between conceptual studies and human resource management practices (Choudhury et al., 2020; Mathebula & Marwa, 2025). From a methodological perspective, further research needs to shift from cross-sectional survey designs to longitudinal, diary study, and mixed-method approaches, in order to be able to capture performance dynamics, adaptation of work behaviors, and the long-term impact of digital fatigue in a hybrid work environment (Toscano et al., 2025; Mishra & Dey, 2024). Furthermore, future research is suggested to expand geographical and sectoral contexts, especially in developing countries, the public sector, and MSMEs, because the current hybrid work literature is still dominated by the context of developed countries and knowledge-based industries (Tampubolon & Pakuan, 2023; Nugraha et al., 2025; Carrasco-Garrido et al., 2023).

Figure 1 shows a map of keyword linkages (co-occurrence networks) that illustrates the conceptual structure of research regarding hybrid work environments and employee performance. The nodes of “Hybrid Work Environment” and “Employee Performance” appear to be in a central position with a strong relationship, indicating that the two concepts are often discussed simultaneously in the literature.

In addition, the connection with other keywords such as work-life balance, digital communication, leadership, and productivity confirms that employee performance in a hybrid work system is influenced by organizational and technological supporting factors. The emergence of digital fatigue as a separate node shows that the issue of digital fatigue is starting to receive attention in recent research, although it is still relatively limited compared to other main themes. This pattern reinforces the finding that the influence of hybrid work environments on

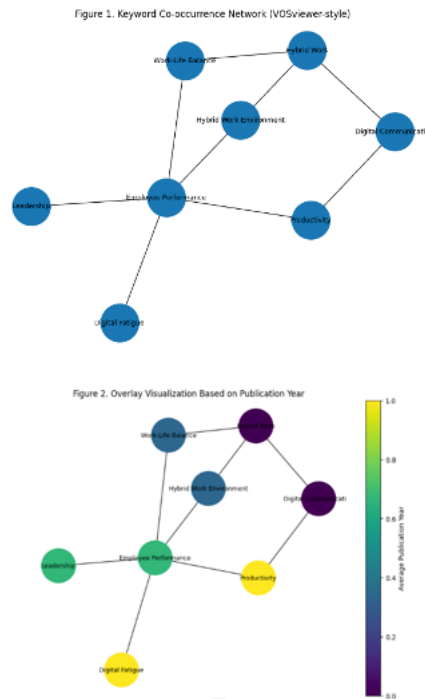


Figure 1

performance is multidimensional and non-standalone.

Presentation of an overlay visualization showing the temporal evolution of hybrid work environment research topics. Increasingly bright colors indicate relatively new themes in the 2020–2025 range. It can be seen that keywords such as employee performance, leadership, productivity, and digital fatigue appear in a more up-to-date period compared to the initial themes such as hybrid work and digital communication.

These findings indicate a shift in research focus from just the adoption of hybrid work to the issue of development and its impact on employee performance and well-being. Thus, research on hybrid work environments is still in the development phase and opens up opportunities for more in-depth research, especially related to performance sustainability, mental health, and leadership effectiveness in the digital work era.

CONCLUSION

Based on the discussion of the three research questions, it can be concluded that the hybrid work environment is a rapidly growing phenomenon and has a significant influence on employee performance in the digital era. Literature review and bibliometric analysis show that although research on hybrid work has increased quantitatively since 2020, there are still conceptual, theoretical, methodological, and contextual gaps that need to be explored further.

The development of a hybrid work environment has been proven to improve employee performance when supported by clear work design, adaptive leadership, effective communication, and adequate technological support. However, without proper management, hybrid work environments also have the potential to pose challenges such as digital fatigue and decreased work coordination. Therefore, the success of hybrid work is highly dependent on the quality of its development as an integrated work system.

This research emphasizes the importance of a future research agenda that is more oriented towards the development of a sustainable, inclusive, and contextual hybrid work model. Thus, the study of the hybrid work environment not only makes an academic contribution to the development of human resource management science, but also provides practical implications for organizations in designing work policies that are adaptive to the dynamics of the modern world of work.

Limitation

The limitations in the study “Bibliometric Analysis: The Influence of Hybrid Work Environment on Employee Performance in the Digital Era” mainly lie in the scope of data and methods used. First, the data sources of the articles being analyzed usually come from only one or more specific databases (e.g. Scopus or Google Scholar), so there is still a chance that a number of relevant publications are out of reach and not yet covered in the mapping. Second, bibliometric analysis relies heavily on the keywords the researcher chooses; If the selection or combination of keywords is less than optimal, then the representation of research trends and relationships between topics may be incomplete or slightly biased. Third, the bibliometric approach emphasizes more on the quantity of publications, citations, and keyword networks, so that it does not describe in depth the quality of the content and context of each article, including differences in methodology, organizational setting, or respondent characteristics that can affect the generalization of results related to the influence of the hybrid work environment on employee performance.

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