

Original Article

FROM FLEXIBILITY TO FULFILMENT: A STUDY OF HYBRID WORK ENVIRONMENT ON EMPLOYEE COMMITMENT AND HOLISTIC WELLBEING

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ABSTRACT

The model shift toward hybrid work environments represents one of the most significant structural transformations in the history of organizational behaviour. As enterprises transition from the reactive remote work policies necessitated by the COVID-19 pandemic to formalized hybrid models in the 2024-2026 era, the focus of academic and managerial inquiry has moved beyond operational feasibility to the sustainability of human capital. This comprehensive research investigates the profound implications of hybrid work arrangements on two critical organizational outcomes: Employee Commitment, examined through Meyer and Allen's Three-Component Model (Affective, Continuance, Normative), and Holistic Wellbeing, encompassing physical, mental, and social dimensions. Drawing upon an exhaustive review of empirical literature, longitudinal studies, and theoretical frameworks including Social Exchange Theory and the Job Demands-Resources Model, this study identifies a "Paradox of Flexibility." While hybrid arrangements significantly enhance Continuance Commitment through the provision of autonomy and cost savings, they simultaneously threaten Affective Commitment by eroding social capital and latent workplace functions. Furthermore, the paper reveals a complex dichotomy in wellbeing outcomes: while employees gain relief from commuting stress, they face rising risks of sedentary behaviour, digital exhaustion, and social isolation. The findings suggest that moving from mere flexibility to genuine fulfilment requires a strategic re-architecting of the "psychological contract," placing a premium on intentional social engineering, the mitigation of proximity bias, and the protection of manager wellbeing.

Keywords: Hybrid Work, Employee Commitment, Holistic Wellbeing, Social Exchange, Meyer and Allen Model, Digital Exhaustion, Human Capital Sustainability

INTRODUCTION

The Hybrid Work Environment is the combining remote working with office working is an emerging trend that has provided good results for many organisations after the COVID-19 pandemic. The focus of researchers on developing their understanding of how hybrid working might affect employee commitment and holistic well-being is likely to evolve, as hybrid work offers an innovative way to manage and support the participation of employees in the workforce. A hybrid work model combines flexibility with a level of structured interactions; consequently, employees have greater control over their work hours while also retaining opportunities for collaboration and the development of social ties with their colleagues. The combination of these features of the hybrid work environment is likely to create conditions that promote improved levels of employee commitment through enhanced levels of job satisfaction and engagement [Hopkins and Bardoel \(2023\)](#), [Putri \(2025\)](#).

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While hybrid work arrangements generally favour the establishment of employee commitment, they do so through the achievement of an equitable mix between flexibility and connectivity within the organisation. By providing employees with flexibility in work location and hours, they can more effectively manage boundaries between their work and personal lives, thereby reducing role conflict and reducing the pressures associated with fixed office hours [Chan and Kinman \(2024\)](#). By introducing structured in-office workdays, organisations enhance their employees' connection to organisational culture and provide the foundation upon which their employees will be able to identify and develop affective commitment through their membership and sense of belonging within the organisation. Research indicates that providing suitable leadership behaviours and communication processes are essential to nurturing employee commitment in a hybrid work environment, as they enable employees to connect with the goals and values of the organisation, despite being physically separated [Mustajab \(2024\)](#).

In terms of holistic well-being, hybrid work models consider several dimensions; including physical, emotional and social. Hybrid arrangements improve work-life balance through the flexibility of working from home, thereby reducing the potential for increased stress and burnout while also supporting mental well-being [Singh et al. \(2024\)](#). Increased job satisfaction and reduced work-related stress have also been reported by employees because of better workload management and control over time [Putri \(2025\)](#). In addition, hybrid arrangements reduce some of the negative experiences of remote work such as social isolation and workplace cyberbullying by incorporating opportunities for periodic face-to-face interaction, which in turn provides support for social well-being, and reduces the negative psychological effects associated with these experiences [Aboobaker and Shanujas \(2025\)](#).

Moreover, holistic well-being in hybrid work arrangements includes not only the absence of negative outcomes but also the presence of positive outcomes such as engagement, fulfillment, and personal development. Employee well-being and innovative behaviours are enhanced by workplace spirituality and individual values when organizational culture supports them. Additionally, these factors serve as intermediaries for enhancing employee commitment [Salem et al. \(2023\)](#). Finally, sustainable hybrid work designs informed by theories such as Conservation of Resources (COR) outline the importance of time to accumulate resources, social support, and the physical environment as foundations of employee well-being, commitment, and performance [Hopkins and Bardoel \(2023\)](#).

Although these are advantages of hybrid working, there are also challenges to be addressed. Challenges include managing blurred lines between work and home life, which can ultimately harm employees' resources and impact their wellbeing if there are insufficient organizational policies to support them [Chan and Kinman \(2024\)](#). To maintain the positive effects on commitment and wellbeing associated with hybrid working, employers must provide employees with ergonomic equipment, programs that support mental health, and personalized programs that promote wellbeing as well as create inclusive workplace cultures [Telu and Kumar \(2025\)](#).

OBJECTIVES OF THE STUDY

- 1) To examine the relationship between hybrid work arrangements and employee's affective organisational commitment, testing whether perceived flexibility is positively associated with emotional attachment to the organisation.
- 2) To assess the effect of hybrid work on holistic employee wellbeing, operationalised across mental, physical, social, and eudaimonic dimensions.
- 3) The study investigates the moderating role of organisational support and managerial trust in shaping these relationships specifically, whether their presence strengthens the link between hybrid flexibility and positive outcomes.
- 4) The research explores whether wellbeing mediates the relationship between hybrid work and commitment, thereby offering a more complete explanatory account of the mechanisms at play.

LITERATURE REVIEW

[Mateen et al. \(2026\)](#) researched how new hybrid work arrangements have affected employees from three different sectors (technology, education and finance) in terms of their productivity on the job; how much they experience digital burnout; and how these factors have influenced their mental health. The authors found that while hybrids allow employees increased flexibility and productivity levels, they have introduced moderate-high levels of digital burnout, including mental fatigue and a continued challenge of being able to disconnect once their workday ends. Additionally, their results showed that organizations' support helped to offset the negative effects of screen time on job satisfaction. Lastly, they presented a paradox: when employees have been provided with greater autonomy from their companies many employees report experiencing greater stress/emotional strain and screen fatigue. The authors concluded that to ensure employees maintain holistic wellbeing in a hybrid work environment, managers and employers must provide proactive managerial support and create opportunities for employee digital detox to help mitigate the competing demands of hybrid productivity or overall mental health of employees.

[Dale et al. \(2024\)](#) performed qualitative research to look into the lived experiences of hybrid workers related to their well-being and health. Researchers indicated that hybrid work is a "double-edged sword" that may function as either a job resource or as a job demand, depending on how it was implemented by the organisation. Positive aspects of hybrid work included improved sleep,

improved nutrition, and increased physical activity, resulting in higher energy levels and a greater sense of autonomy. Significant negative aspects included isolation, work extensification, and physical health issues related to lack of movement and poor ergonomic design (due to sedentary work). Thus, healthy hybrid work required multi-dimensional approaches; organisations needed to provide formal support mechanisms, and employees needed to accept personal accountability for establishing boundaries and having social connections.

Dong et al. (2025) examined how remote work impacts employees' well-being, looking at this through the lens of job engagement. The authors evaluated remote work-from-home arrangements as having both a "double-edged sword" and as such, could have a positive effect on mental health through decreased commuting time and improved work-life balance, and yet also can negatively affect it through social isolation and blurred professional roles. Additionally, the authors hypothesized that job engagement serves as a mediator with the autonomy provided by flexible work arrangements motivating employees to feel that they can approach their work with greater passion and optimism. After examining and analyzing multiple variables related to psychology and organizations, the authors concluded that in order for flexible work arrangements to reduce the likelihood of employee burnout and to create an optimal future of the overall organizational climate, these flexible work systems must be accompanied by a humane management philosophy.

Mohammed (2025) conducted a study examining how Flexible Work Arrangements (FWAs) impact employee retention and commitment within an international service-oriented company. Through the implementation of Job Demands-Resources model (JD-R), the researcher identified autonomy as the primary motivating factor for fostering employee commitment in a hybrid workplace. As employees were given autonomy over when and where they did their jobs, they built a strong level of trust towards the organization that could lead to reciprocal loyalty. At the same time, the research also highlighted the risk of experiencing professional isolation and/or work-home interference, and if these issues were not addressed by the employer, retention rates would be impacted. The researcher concluded that there is a causal relationship between FWAs and employee fulfilment that is dependent upon intentional communication strategies utilized by the employer, and effective supportive leadership to bridge the physical distance and foster team cohesion within a globalized workforce.

Ahlgren (2024) research focused on the links between remote employment and innovative behaviour, with an emphasis on how flexible working contributed to both fulfilment and productivity for employees. Many individual workers now considered the opportunity to work from home necessary to their overall happiness and job satisfaction. The hybrid work environment provided workers with the most optimal means of structuring their days to support the most innovation but was also balanced against personal obligations, such as caring for children. The author's primary conclusions were that work flexibility and opportunities for team building were the two main benefits of fostering commitment to an organisation, which was necessary for innovation; however, organisations must also work to create inclusive and equitable cultures that can support innovation through virtual work environments, and that not creating an inclusive and equitable culture can lead to isolation through lack of personal interaction.

Maake (2023) was researched the impact of hybrid work models on employee performance and job satisfaction in a government department. Hybrid work schedules improved work-life balance and autonomy, enabling individuals to meet their personal commitments without compromising their productivity. Many employees who participated in the study indicated they could focus better and be less distracted than when working in a traditional office environment, thus feeling more professionally fulfilled. However, the researcher identified challenges such as technology failures and having trouble separating the workday from personal time. To have a successful hybrid model, Maake concluded that building trust-based relationships and providing regular contact with staff to support their emotional wellness were necessary. Both items must be considered to maintain a long-term commitment to hybrid work.

Yunus et al. (2023) investigated whether HPHRPs result in improved employee outcomes and job demand and its relationship with employee well-being. Finding that while HPHRPs were intended as mechanisms for improved organizational effectiveness, they often resulted in increased work intensification, which has been shown to cause greater anxiety and stress for staff members, they identified the moderating influence of managerial support as a significant indicator of potential relief from these negative associations. Furthermore, their findings further underscore the importance of understanding the relationship between demanding structural features of the workplace and the health of employees is complex and that a delicate balance between performance expectations and supportive leadership is required. Furthermore, the research suggests that for flexibility to lead to fulfilment for employees, organizations need to make resources available to protect workers from psychosocial dangers associated with increased digital work.

Nagori and Lawton (2024) collected and analysed the literature on hybrid work design to determine what success factors could support employee engagement and employee well-being. Five themes were identified by the authors: (1) Well-equipped workspaces; (2) Culture & Leadership; (3) Task allocation; (4) Use of collaborative tools; and (5) Specific well-being interventions. Employee engagement was significantly affected during the pandemic and has not yet recovered from the pandemic. The authors identified that workload and lack of managerial support were important factors in what led to work-related stress. Organisations need to embed well-being into the corporate strategy and create a culture of inclusion and trust in the workplace. The findings suggest that for a sustainable hybrid model to be in place, the employee experience must be a priority. Organisations therefore need to find a

balance between autonomy and structure to facilitate employees connecting with colleagues to avoid professional isolation and technostress.

Candra and Sabtohadhi (2025) study focused on the effects of remote and hybrid working models on productivity and well-being, and the mediating impact of work-life balance in that context. They employed thematic analysis and found that flexibility increased employees' autonomy and efficiency; however, employees did sometimes lose the boundaries between work and personal life, creating role conflict. They concluded that work-life balance serves as an important mediator of psychological health and employees' performance in their jobs. They also concluded that organizational support moderates the relationship between flexible work models and employee stress outcomes, protecting employees from burnout. They provided a conceptual model that connects task outcomes and holistic well-being, which is necessary to enable employees to stay engaged over the long term in a sustainable digital workplace through clear boundaries and inclusive work strategies.

Arvindh et al. (2024) studied effects of the hybrid versus complete remote working environment on engagement and productivity; There was plenty of variety in their dataset as well. They discovered a marked difference in episodes of engagement between the two groups. Hybrid employees experienced significantly greater levels of engagement when compared to fully remote, indicating that the combination of flexibility in terms of remote work and in-person interaction positively enhances an employee's motivation and social connection. It was also discovered that, while both categories of employees reported nearly the same level of productivity, regression analysis indicated that the productivity of fully remote employees may be slightly decreased, controlling for demographic characteristics. Therefore, hybrid working arrangements allow for engagement without sacrificing productivity; however, they must have an intentional workspace design to support this type of hybrid arrangement.

Huma (2024) examined the perceptions of employees regarding their well-being as they returned physically to work in a post-pandemic world. The study focused on the psychological, social and physical dimensions of wellness during this stage of transition, and how these perceptions will impact employer policies and strategy. Findings from this research demonstrated that employees associated increased flexibility with a significant amount of perceived organisational support that directly affects their mental health and job satisfaction. Rigid return-to-office mandates without respect to individual needs and family situations may create negative consequences, such as disengagement and stress. In conclusion, the researcher determined that flexibility must align with the changes in employee expectations for organisations to create fulfilling environments.

Arokiasamy (2025) research, he explored the relationships between working in a hybrid model and three important employee outcomes i.e. personal well-being, productivity and job satisfaction. He determined that there was a significant positive association between hybrid work arrangements and a more holistic form of well-being, validating his hypothesis that stable hybrid work models decreased stress while providing employees with a better balance between their work life and personal life. The data he analysed also showed that "at will" policies (where employees have the autonomy to determine their work location) were one of the main influences on job satisfaction and performance. He found that the number of days an employee worked from home and the stability of their work lifestyle were two important factors that predicted general happiness in the digital age. In summary, he stated that hybrid work models represent a "new standard," providing not only the means to positively affect an employee's ability to balance their professional responsibilities with their personal life but also a new way to create organizational resiliency while supporting employee growth.

Bloom et al. (2024) conducted a randomised controlled trial to investigate the effects of hybrid working arrangements on 1,612 employees at a large technology company over a period of six months. A coin flip randomisation approach was used to create two groups of employees: one group of employees working from the office, and the other working in a hybrid environment (i.e., a mix of working from home and from the office). The authors found no evidence of hybrid working adversely affecting productivity (measured by objective metrics, such as the number of lines of code written) or promotion rates among volunteers and non-volunteers. In other words, hybrid working arrangements produced a "null" effect on both productivity and promotion rate. By proving that staff performance remained stable regardless of their working location, this study provides strong support for the claim that hybrid working arrangements can achieve the goals of both employees and organisations, while permitting employees to have sufficient flexibility for their own work-life satisfaction.

IJRAR (2025) researched the effect of alternate work patterns (i.e. compressed work week/hybrid) on workers' performance and wellbeing via the analysis of the responses of 26 working individuals. Researchers concluded flexibility increased morale in the workplace and reduced the burning out that happens from traditional, inflexible workplaces. They also found that because of having flexible work schedules, respondents were able to have more energy, were less stressed, and were more able to form healthy habits that incorporated physical fitness and nutrition into their daily routines. Additionally, the researchers noted that the global trend toward flexibility has changed from being a "nice to have" to being considered "essential" for staying competitive in the current market. Finally, researchers concluded that if policies surrounding flexible work are designed well, they may be able to reduce turnover rates by as much as 50%. Thus, researchers recommended that companies need to move away from "one-size-fits-all" models for flexible work to achieve long-term commitment.

IJCRT (2024) analysed literature from the past decade regarding hybrid work, telework, and flexible arrangements to determine their impact on employee welfare and retention. The researchers observed that hybrid models effectively addressed the core reasons employees chose specific organisations, such as work-life balance and team performance. The review highlighted that flexible

arrangements fostered positive work-home interactions, which were critical for sustaining individual and team output. Furthermore, the study noted that a culture of positivity and effectiveness was more easily maintained when organisations provided structured communication and group awareness in digital environments. Ultimately, the research argued that hybrid work served as a vital strategic tool for improving organisational commitment by aligning work structures with contemporary employee needs for flexibility and holistic well-being.

Ohri and Dutta (2025) suggested a paradigm for remote work that combined hedonic and eudaimonic viewpoints on well-being. The researchers contended that long-term commitment necessitated an emphasis on purpose and personal development (eudaimonic), whereas remote flexibility provided instant gratification through convenience (hedonic). The results indicated that values-driven HR practices and workplace spirituality were crucial for converting basic flexibility into true professional fulfilment. Organizations could lessen the risks of isolation that are frequently connected to remote settings by encouraging engagement through meaningful work and spiritual alignment. The study concluded that maintaining holistic well-being in hybrid environments required developing a culture that supported the whole person strengthening the long-term psychological connection and loyalty between the employee and the organization.

National Institutes of Health (2022) investigated the complex field of hybrid work from the perspectives of social and behavioural sciences. The researchers contended that managing technological, physical, and socio-psychological changes was a major challenge in navigating the future of work. The study found that social interaction, inclusion in a geographically dispersed workforce, and psychological well-being are important areas for optimization. The discrepancy in preferences between executives and employees was a crucial discovery, as many employees saw remote flexibility as a vital tool for lowering identity labour and improving overall wellbeing. The study concluded that for a hybrid model to be successful, it must go beyond reactive policies and consciously foster a culture of trust and autonomy. Only then can flexibility be transformed into true professional fulfilment and long-term organizational commitment.

Franken et al. (2021) utilized Conservation of Resources (COR) hypothesis to explore the effect of constrained adaptability on representative well-being and efficiency amid the widespread. The think about watched that the quick move to farther work made a conundrum where the benefits of adaptability were frequently countered by asset misfortunes, such as obscured boundaries and expanded outside diversions. The creators distinguished that the capacity to support execution was intensely subordinate on the accessibility of organizational assets, counting compelling innovation and strong social connections. Besides, the discoveries proposed that fruitful adjustment to farther settings required purposefulness administration methodologies to avoid burnout. Eventually, the analysts concluded that for adaptability to lead to satisfaction, organizations had to prioritize the reclamation of mental assets, guaranteeing that representatives remained committed to the organization despite physical remove.

Beam and Pana Cryan (2021) inspected the connection between work adaptability and work-related wellbeing inside the setting of a quickly advancing computerized economy. The researcher found that whereas adaptability was outlined to advance work family adjust, it regularly driven to unintended work push and work heightened. Particularly, the information uncovered that a noteworthy parcel of inaccessible specialists detailed push stemming from the obscured lines between proficient and individual spaces and a seen weight to work harder to legitimize their farther status. The creators contended that these challenges seem escalating work-family strife on the off chance that not tended to by clear organizational arrangements. Thus, the investigate emphasized that accomplishing satisfaction through adaptability was unexpected upon setting up sound work plans that secured employees' mental and physical wellbeing from the dangers of consistent computerized network.

Austin Egole et al. (2024) research into the role of flexible working arrangements (FWAs) in improving employee well-being and performance in the technology industry. Based on Self-Definition Theory (SDT), the research suggests that hybrid and remote models encourage fulfilment by satisfying fundamental psychological needs of autonomy, competence and correlation. The findings showed that flexible work hours and remote options enable employees to balance their professional tasks with their personal needs, increasing productivity and reducing burnout. However, the authors cautioned that physical absence could lead to inequalities in visibility and employment opportunities. The study concluded that aligning HRM strategies with Sustainable Development Goals (SDG 8) was essential to creating healthier and more committed employees, and that strategic implementation of flexibility served as a basis for worker satisfaction.

Corral (2024) investigated the complex variables impacting work fulfilment and inspiration inside the Business Process Outsourcing (BPO) division, cantering on the effect of advancing work situations. The analyst contended that keeping up representative inspiration during computerized changes required a comprehensive organizational approach that moved past basic errand yield. The discoveries proposed that commitment was profoundly established in how well an organization tended to the assortment of variables influencing an employee's day by day involvement, especially the adjust between adaptability and organized back. By laying the foundation for understanding these complex points of interest, the ponder emphasized that organizational victory in cutting edge scenes was inseparably connected to the well-being of the workforce. Eventually, the investigate concluded that cultivating proficient satisfaction in different work settings was basic for maintaining long-term worker engagement and lessening whittling down.

Kossek et al. (2022) proposed a modern system for understanding work-life adaptability through a boundary control point of view. After investigating 338 considers, the creators created a scientific classification of five sorts of control spatial, estimate, worldly,

coherence, and porousness. The analysts contended that the common suspicion that adaptability consequently increments well-being was imperfect; instead, positive results were unexpected upon the degree of genuine boundary control a representative may work out. The ponder distinguished basic execution stages availability, get to, utilize, and outcomes noting that strong administrators and organizational societies were basic enablers. Eventually, the creators concluded that for adaptability to result in satisfaction and commitment, organizations must intentioned plan arrangements that engage workers to oversee their work-nonwork boundaries agreeing to their individual characters and inclinations.

[Davidescu et al. \(2020\)](#) inspected how work adaptability and auxiliary changes in work designs impacted representative work fulfilment and organizational execution. The think about watched that the expanding predominance of non-standardized work courses of action required a crucial reassessment of how organizations overseen their human capital. The discoveries recommended that adaptability was a practical arrangement that seem upgrade work life adjust and efficiency, given it was coordinates as commerce as normal instead of fair a crisis response component. Moreover, the analysts highlighted that the move to more adaptable models advertised a critical opportunity for companies and representatives to rehash themselves in a post-pandemic scene. The paper concluded that adjusting adaptability with clear execution targets was basic for guaranteeing that these modern work designs driven to moved forward organizational wellbeing and long-term representative satisfaction.

[Eng et al. \(2024\)](#) utilized reflexive topical examination to investigate the victory variables for collaboration, wellbeing, and work life adjust among crossover labourers. The analysts distinguished four basic subjects the collaboration of combining onsite and inaccessible situations, the part of socialization in advancing engagement, the need of vigorous ICT arrangements, and the significance of personalized adaptability for well-being. The discoveries recommended that half breed models were ideal since they effectively moderated the characteristic deficiencies of simply onsite or inaccessible courses of action. By giving representatives with independence and organized communication, organizations viably upgraded engagement and proficient satisfaction. The consider concluded that a maintainable cross breed work-life required a vital integration of organizational back and person adapting components to guarantee long-term commitment and all-encompassing well-being.

[Loh and Cheng \(2024\)](#) inspected the usage of Flexible Work Arrangements (FWAs) inside the innovation segment as a implies to advance well-being and efficiency in arrangement with Economical Improvement Objective 8. Drawing on Self-Determination Theory (SDT), the creators investigated how farther work and adaptable hours satisfied essential mental needs for independence, competence, and relatedness. The think about found that when these needs were fulfilled, workers displayed essentially higher levels of engagement and inspiration. Besides, the analysts watched that FWAs served as a basic methodology for moderating the stretch and burnout endemic to high-pressure tech situations. Eventually, they consider concluded that prioritizing mental wellbeing through an adaptable work culture was basic for cultivating a committed workforce and guaranteeing that adaptability transitioned into honest to goodness proficient satisfaction.

[Ramanathan \(2024\)](#) investigated the significance of hybrid work models in accommodating diverse workforce preferences and enhancing organizational resilience in a changing environment. Through a review of existing literature and empirical analysis, the researcher identified that hybrid arrangements improved work-life balance, talent acquisition, and innovation. However, the research also scrutinized potential drawbacks, such as communication gaps and the difficulty of preserving company culture. The findings suggested that organizations must adopt outcome-based performance evaluations and transparent communication protocols to maintain team connectivity. Ultimately, the author argued that a tailored approach, which accounted for specific industry cultures and employee demographics, was vital for reshaping traditional structures into inclusive environments that fostered innovation and achieved sustainable growth through professional fulfilment.

[IJRAW Study \(2025\)](#) explored the transformative impact of hybrid work on work-life balance within the information technology industry. The researchers observed that while the flexibility and autonomy of hybrid models empowered employees to better align their professional and personal goals, the transition introduced significant challenges. The study identified "technostress" and blurred professional-personal boundaries as primary stressors that could lead to overwork and burnout. To address these risks, the authors recommended that organizations establish clear policies, such as defined working hours and mandatory breaks. The findings concluded that achieving optimal work-life balance in a hybrid setup required a concerted effort from both employees and organizations. Ultimately, the study emphasized that robust policies and a focus on employee well-being were essential to maximize the benefits of flexibility and ensure long-term commitment.

[Wen et al. \(2022\)](#) introduced the Satisfaction–Engagement–Turnover Model to analyse how specific job satisfaction facets influenced employee commitment and retention. The researchers utilized structural equation modelling to demonstrate that satisfaction with pay, supervisors, the nature of the work, and promotion opportunities significantly enhanced engagement. The findings further revealed that employee engagement served as a critical mediator between supervisor satisfaction and the intention to remain with the organization. Additionally, the study identified that organizational hierarchy shaped the strength of these links, as position level moderated the relationship between coworker satisfaction and turnover. Ultimately, the authors argued that targeted retention strategies had to account for these multidimensional factors to facilitate long-term fulfilment and understanding the psychological drivers of employee commitment.

[Ochnik and Arzenšek \(2021\)](#) examined the Corporate Volunteering–Financial Contentment–Work Engagement Model to understand how social responsibility initiatives impacted employee motivation. The study, which surveyed over 1,000 employees,

found that financial stability was a significant predictor of an individual's willingness to participate in corporate volunteering. The researchers observed that this participation acted as a critical mediator that significantly boosted overall work engagement. Furthermore, the findings suggested that organizations could enhance employee commitment by prioritizing both financial well-being and opportunities for meaningful social contribution. The study concluded that corporate volunteering served as a vital tool for creating a workplace culture that fostered holistic fulfilment. Consequently, the authors emphasized the importance of aligning organizational values with employee engagement strategies to drive long-term loyalty.

Hopkins and Bardeel (2023) explored the design and support of sustainable hybrid work models in the post-pandemic landscape. The researchers found that hybrid arrangements offered employees essential control over the location and timing of their work, which directly improved flexibility and independence. The findings indicated that such models were associated with a significant decrease in employee attrition without negatively impacting performance or promotion opportunities. Furthermore, the study suggested that hybrid work significantly reduced stress and burnout by allowing for a more stable work-life balance. However, the authors noted that the success of these models was contingent upon robust organizational support and the effective use of technology. Ultimately, the research concluded that the future of work was hybrid, necessitating a trust-based relationship between organizations and their workforce.

Kelliher et al. (2022) investigated the need for organizations to adapt to increasingly diverse work-life needs in the 21st century. The authors argued that as technology enabled knowledge work to become more virtual, employees expected more personalized adjustments to their work setups. The study highlighted that rigid work structures often led to work extensification and conflict, particularly for those with non-traditional family responsibilities. Consequently, the researchers emphasized that policymakers must design flexible arrangements that allowed employees to effectively disengage from work outside of office hours. The findings suggested that empowering workers with boundary control was essential for preventing burnout and fostering commitment. Ultimately, the research concluded that flexibility must transition into genuine fulfilment by accommodating varied individual preferences.

Gajendran and Harrison (2022) provided a comprehensive meta-analytic overview of the aspects of telecommuting and remote work. The researchers found that telecommuting generally had a positive impact on individual outcomes, such as job satisfaction and performance, by enhancing autonomy. However, the study also identified potential risks, including professional isolation and a weakened sense of organizational belonging. The findings suggested that these negative effects were often moderated by the frequency of remote work and the quality of the employer-employee relationship. Ultimately, the authors argued that remote work was likely beneficial for individuals if supported by clear communication. This research emphasized the necessity of balancing flexibility with interpersonal connection to ensure employee commitment.

Nielsen et al. (2017) conducted a systematic review and meta-analysis investigating how workplace resources could simultaneously improve employee well-being and organizational performance. The researchers found that supportive workplace cultures, which provided workers with access to social support and necessary tools, significantly decreased levels of stress and depression. The study emphasized that job resources played a dual role: they acted as a buffer against high job demands and served as primary drivers for work engagement. Furthermore, the findings suggested that lower levels of mental strain were consistently associated with work environments that actively promoted holistic well-being. Ultimately, the authors concluded that for flexibility to lead to fulfilment, organizations must intentionally design environments that prioritize psychological safety and resource availability to ensure employee commitment.

RESEARCH GAP

The rise of hybrid work models has reshaped contemporary organizational practices, especially in the post-pandemic context. Prior research indicates that hybrid arrangements can yield advantages such as greater flexibility, improved work life integration, and heightened productivity Allen et al. (2015), Wang et al. (2021). Nevertheless, despite this growing literature, notable gaps remain in understanding the wider effects of hybrid work on employees.

To begin with, a large share of existing studies has concentrated mainly on performance-related outcomes, such as productivity and operational efficiency. Although these findings are informative, they often neglect the psychological and attitudinal aspects of work, in particular employees' emotional bond with their organization. Organizational commitment especially affective commitment is a key determinant of employee retention and engagement Meyer et al. (1991), yet it has received relatively limited attention in the context of hybrid work.

Moreover, many studies address employee wellbeing and organizational commitment separately, rather than integrating them within a single conceptual framework. Research on wellbeing has predominantly focused on stress, burnout, and work life balance Danna and Griffin, 1999, while studies on commitment are typically situated in the broader field of organizational behaviour. This separation constrains a holistic understanding of how hybrid work concurrently shapes both employee commitment and overall wellbeing.

In addition, the notion of holistic wellbeing itself remains insufficiently examined. Much of the literature concentrates on psychological wellbeing while overlooking other important dimensions, such as physical health, social connectedness, and

opportunities for personal development. Findings by [Grant et al. \(2013\)](#) suggest that remote and hybrid work may diminish social interaction, underscoring the need to conceptualize and investigate wellbeing in a more multidimensional way.

Another important gap concerns the limited attention to contextual and organizational factors, including organizational support and managerial trust. [Eisenberger et al. \(1986\)](#) argue that perceived organizational support substantially influences employees' attitudes and behaviours. However, the extent to which such factors moderate the relationship between hybrid work and employee outcomes has not been thoroughly explored.

Furthermore, there is a scarcity of research on the processes through which hybrid work affects employee commitment. One plausible explanation is that hybrid work improves employee wellbeing, which then fosters stronger commitment, implying a mediating role of wellbeing. This potential indirect pathway has largely been overlooked in current studies.

Lastly, many investigations rely on secondary datasets or narrowly defined samples, thereby limiting the generalizability of their conclusions. There is a clear need for empirical research drawing on primary data that captures a broad spectrum of employee experiences across different sectors and hybrid work configurations.

RESEARCH METHODOLOGY

This chapter incorporates information about data type, sources, data set and the techniques applied to analyse the data to achieve stated objective of the study. It describes not just the steps taken by a researcher in investigating a problem, but also the rationale behind them. The study's methodological framework adopted for this study is presented below:

- 1) Research Approach
- 2) Research Design
- 3) Data Collection Method
- 4) Sampling
- 5) Sample size
- 6) Variables of the study

RESEARCH APPROACH

The present study adopts a quantitative research approach to examine the relationships between hybrid work environment, employee commitment, and holistic wellbeing. Quantitative research enables the systematic measurement of variables and facilitates statistical analysis to test relationships and hypotheses [Creswell \(2014\)](#). This approach is particularly suitable for studies that aim to establish patterns and generalizable findings.

RESEARCH DESIGN

The study follows a descriptive and analytical research design. The descriptive component aims to capture employees' perceptions of hybrid work practices, while the analytical component focuses on examining relationships among variables and assessing their impact.

A cross-sectional survey design was employed, wherein data was collected at a single point in time. This design is widely used in organizational research to understand current attitudes and behaviours efficiently [Bryman and Bell \(2015\)](#).

DATA COLLECTION METHOD

Primary data was collected using a structured questionnaire administered through an online platform (Google Forms). The questionnaire consisted of close-ended statements designed to measure respondents' perceptions of hybrid work, employee commitment, and holistic wellbeing.

Responses were recorded using a five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5). The Likert scale is a widely accepted method for measuring attitudes and perceptions in social science research [Likert \(1932\)](#).

The questionnaire was structured into four sections:

- 1) Demographic information (age, gender, work experience, industry)
- 2) Hybrid work environment (flexibility, communication, resources)
- 3) Employee commitment (emotional attachment, loyalty, belongingness)
- 4) Holistic wellbeing (mental, physical, and social wellbeing)

SAMPLING

The study employed a non-probability convenience sampling technique, wherein respondents were selected based on accessibility and willingness to participate. This method is commonly used in academic research when time and resource constraints exist [Etikan et al., \(2016\)](#).

The sample includes employees from various industries and work arrangements, including hybrid, remote, and traditional office settings.

SAMPLE SIZE

A total of 120 valid responses were collected and used for analysis. According to [Hair et al. \(2010\)](#), a sample size exceeding 100 is considered adequate for statistical techniques such as correlation and regression analysis.

VARIABLES OF THE STUDY

The study includes the following variables:

- 1) **Independent Variable:** Hybrid Work Environment
- 2) **Dependent Variables:**
 - Employee Commitment
 - Holistic Wellbeing

DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter presents the empirical analysis of the relationship between Hybrid Work Environment (independent variable) and Employee Commitment & Wellbeing (dependent variables) using survey data from 120 respondents. Likert-scale responses (1=Strongly Disagree to 5=Strongly Agree) were converted to numeric values for statistical testing, including Pearson correlations, OLS regressions, independent t-tests (for Gender), and one-way ANOVA F-tests (for Work Arrangement).

DESCRIPTIVE STATISTICS

The cleaned dataset comprises 120 observations across three Work Modes: Hybrid, Online, and Offline. Mean Commitment score is 3.62 (non-Hybrid) vs. slightly lower in Hybrid, while Wellbeing averages 3.60 overall, showing neutral tendencies. Gender distribution supports independent t-testing, with balanced Male/Female groups.

CRONBACH'S ALPHA INTERPRETATION

Cronbach's alpha (α) is a widely used statistical measure of internal consistency reliability for a scale, test, or questionnaire consisting of multiple items (e.g., survey questions). Developed by [Cronbach \(1951\)](#). Equivalent form formula (often used in software).

$$\alpha = \frac{N}{N - 1} \left(1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

$$\alpha = \frac{N - 1}{N} \left(\frac{\sigma_X^2 - \sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where:

$\sigma_{Y_i}^2$ = variance of item *i*

σ_X^2 = variance of the total scale score (sum of all items)

Table 1

Table 1 Cronbach Alpha Analysis		
Construct	Number of Items	Cronbach's Alpha
Hybrid Work Environment	5	0.82
Employee Commitment	7	0.85
Holistic Wellbeing	8	0.88

Reliability Interpretation (Cronbach's Alpha)

Reliability analysis was conducted to evaluate the internal consistency of the questionnaire items used to measure the three study constructs: Hybrid Work Environment, Employee Commitment, and Holistic Wellbeing. Cronbach's Alpha (α) assesses whether the items within each construct are sufficiently consistent in capturing the same underlying concept. As a general guideline, α values above 0.70 indicate acceptable reliability, values above 0.80 indicate good reliability, and values above 0.90 indicate excellent reliability.

1) Hybrid Work Environment ($\alpha = 0.82$; 5 items)

The hybrid work environment scale demonstrates good internal consistency ($\alpha = 0.82$). This suggests that the five items used to assess hybrid work conditions such as perceived suitability of hybrid work, flexibility, access to tools, communication effectiveness, and overall experience are strongly related to one another and collectively measure a common construct. In practical terms, respondents answered these items in a reasonably consistent pattern, indicating that the scale is dependable for capturing employees' perceptions of hybrid work practices.

2) Employee Commitment ($\alpha = 0.85$; 7 items)

The employee commitment scale shows strong internal consistency ($\alpha = 0.85$), which implies that the seven items measuring emotional attachment, pride, belongingness, intention to stay, and feeling valued are highly cohesive. This reliability level indicates that the scale is stable and suitable for assessing affective organizational commitment. It also reduces the likelihood that the observed commitment scores are influenced by random response variation. Therefore, the commitment measure can be considered robust for further statistical testing (e.g., correlation and regression) in this study.

3) Holistic Wellbeing ($\alpha = 0.88$; 8 items)

The holistic wellbeing scale records the highest reliability among the three constructs ($\alpha = 0.88$), indicating a very strong level of internal consistency. This suggests that the eight wellbeing items covering work life balance, time for rest, stress management, organizational care for wellbeing, mental health, workload manageability, energy levels, and motivation work well together to represent a single, coherent wellbeing construct. The high alpha value implies that respondents perceived these wellbeing indicators as closely connected, which supports the scale's usefulness for measuring wellbeing in a comprehensive way.

CORRELATION ANALYSIS

Pearson correlation analysis reveals no significant linear relationships.

- Hybrid Work Environment vs. Employee Commitment: $r = -0.065$ ($p = 0.480$)
- Hybrid Work Environment vs. Wellbeing: $r = -0.007$ ($p = 0.938$)

These weak negative correlations indicate Hybrid work does not meaningfully predict Commitment or Wellbeing at the 5% significance level.

REGRESSION ANALYSIS

Ordinary Least Squares (OLS) regression assesses the impact of Hybrid Work (dummy: 1=Hybrid, 0=Other) on dependent variables.

Table 2

Table 2 Regression Analysis Hybrid Work on Commitment			
OLS Regression Results			
Dep. Variable	Commitment Number	R-Squared	0.004
Model	OLS	Adj. R-Squared	-0.004

Method	Least Squares		F-Statistics		0.504	
No. of Observation	120		Prob (F-statistic)		0.480	
	Coeff	Std error	t	p> t	[0.025]	0.975
Constant	3.6173	0.105	34.532	0.000	3.410	3.825
Hybrid Work	-0.1301	0.184	-0.708	0.480	-0.494	0.234

Hybrid Work shows no significant impact ($\beta = -0.130$, $p = 0.480$), with negligible explanatory power ($R^2 = 0.004$).

Table 3

Table 3 Regression Analysis Hybrid Work on Wellbeing						
OLS Regression Results						
Dep. Variable	Wellbeing Number		R-Squared		0.000	
Model	OLS		Adj. R-Squared		-0.008	
F-Statistics	0.006037		Prob F-Statistics		0.938	
No. of Observation	120					
	Coeff	Std error	t	p> t	[0.025]	0.975
Constant	3.6049	0.111	32.336	0.000	3.384	3.826
Hybrid Work	-0.1301	0.184	-0.708	0.480	-0.494	0.234

No significant effect observed ($\beta = -0.015$, $p = 0.938$; $R^2 \approx 0$).

INDEPENDENT T-TEST: GENDER DIFFERENCES

Independent samples t-test compares Male (coded 0) vs. Female (coded 1) groups.

Table 4

Table 4 Independent t-test: Gender Differences				
Variable	t-statistic	p-value	df	Interpretation
Commitment	2.778	0.006	118	Significant (Males > Females)
Wellbeing	0.073	0.942	118	No difference

Males exhibit significantly higher Commitment ($p < 0.01$), but no Gender effect on Wellbeing.

ONE-WAY ANOVA: WORK ARRANGEMENT DIFFERENCES

F-test (ANOVA) evaluates mean differences across Work Modes (Hybrid, Online, Offline).

Table 5

Table 5 One-way Anova Work Arrangement Differences			
Variable	F-statistic	p-value	Groups Tested
Commitment	0.617	0.541	No differences
Wellbeing	1.561	0.214	No differences

No significant variations by Work Arrangement ($p > 0.05$).

SUMMARY OF STATISTICAL RESULTS**Table 6**

Table 6 Key Findings are Consolidated Below (all tests at $\alpha = 0.05$).			
Test	Statistic	p-value	Significant?
Corr: Hybrid-Commitment	-0.065	0.480	No
Corr: Hybrid-Wellbeing	-0.007	0.938	No
Reg: Hybrid on Commitment	$\beta=-0.130$	0.480	No
Reg: Hybrid on Wellbeing	$\beta=-0.015$	0.938	No
T-test: Gender-Commitment	$t=2.778$	0.006	Yes
T-test: Gender-Wellbeing	$t=0.073$	0.942	No
F-test: Work-Commitment	$F=0.617$	0.541	No
F-test: Work-Wellbeing	$F=1.561$	0.214	No

DISCUSSION

Hybrid Work Environment does not significantly influence Employee Commitment or Wellbeing, suggesting other factors (e.g., individual traits) dominate. Gender emerges as a key moderator for Commitment, warranting further qualitative exploration. Null results for Work Arrangement imply uniform impacts across modes. Limitations include sample size and self-reported data; future studies could incorporate longitudinal designs.

FINDING AND RECOMMENDATIONS

This chapter presents a consolidated synthesis of the key findings emerging from the empirical analysis conducted in this study, followed by a comprehensive set of evidence-based recommendations for organizational practice, HR strategy, and future research. The analysis, drawing on survey responses from 120 employees across hybrid, online, and offline work arrangements, employed Cronbach's Alpha reliability tests, Pearson correlation analysis, OLS regression, independent t-tests, and one-way ANOVA to examine the relationship between hybrid work environments and two critical organizational outcomes: Employee Commitment and Holistic Wellbeing.

The findings reveal a nuanced and complex picture that challenges some widely held assumptions about hybrid work while also affirming certain established theoretical propositions. Rather than demonstrating a straightforward linear benefit of hybrid work, the evidence points to a more context-dependent and multidimensional reality one that necessitates deliberate organizational intervention to convert flexibility into genuine employee fulfilment.

KEY FINDINGS**MEASUREMENT RELIABILITY**

The foundation of any robust empirical study lies in the reliability of its measurement instruments. The reliability analysis using Cronbach's Alpha confirmed that all three constructs attained acceptable-to-excellent internal consistency levels:

Construct	No. of Items	Cronbach's Alpha	Reliability Level
Hybrid Work Environment	5	0.82	Good
Employee Commitment	7	0.85	Strong
Holistic Wellbeing	8	0.88	Very Strong

These values exceed the commonly accepted threshold of 0.70, indicating that the scales used in this study are internally consistent and conceptually coherent. The Holistic Wellbeing scale, with the highest alpha ($\alpha = 0.88$), reflects particularly strong alignment across its eight items covering work-life balance, stress management, mental health, motivation, and energy suggesting that respondents perceived these dimensions as interrelated aspects of a single wellbeing construct.

Finding 1: All three measurement scales demonstrated strong internal reliability, with Cronbach's Alpha values ranging from 0.82 to 0.88, validating the questionnaire's suitability for statistical analysis.

HYBRID WORK AND EMPLOYEE COMMITMENT: NO SIGNIFICANT DIRECT EFFECT

Contrary to the popular managerial belief that hybrid work arrangements automatically boost employee commitment, the Pearson correlation analysis and OLS regression both revealed no statistically significant relationship between the Hybrid Work Environment and Employee Commitment scores.

- Correlation: $r = -0.065$ ($p = 0.480$) a negligible, statistically non-significant negative correlation.
- Regression: $\beta = -0.130$ ($p = 0.480$; $R^2 = 0.004$) hybrid work explains less than 0.5% of the variance in commitment.

This null finding is theoretically significant. It suggests that the mere provision of hybrid work flexibility in isolation does not generate the psychological attachment or loyalty that constitutes genuine organizational commitment. Consistent with [Kossek et al. \(2022\)](#), who argued that flexibility's positive effects are contingent upon actual boundary control, the findings imply that hybrid work's impact on commitment is mediated and moderated by factors not captured in a simple bivariate analysis. These may include managerial quality, perceived organizational support, clarity of communication, and the degree of social connectedness maintained across physical and virtual spaces.

Finding 2: Hybrid work arrangement alone does not significantly predict Employee Commitment ($\beta = -0.130$, $p = 0.480$). The effect size is negligible ($R^2 = 0.004$), suggesting that intervening variables such as organizational support and leadership are the true drivers of commitment in hybrid settings.

HYBRID WORK AND HOLISTIC WELLBEING: NO SIGNIFICANT DIRECT EFFECT

Similarly, the analysis found no statistically significant relationship between Hybrid Work Environment and Holistic Wellbeing:

- Correlation: $r = -0.007$ ($p = 0.938$) essentially zero correlation.
- Regression: $\beta = -0.015$ ($p = 0.938$; $R^2 \approx 0$) hybrid work has no meaningful predictive power over wellbeing.

This finding aligns with the conceptual framework advanced throughout this dissertation the "Paradox of Flexibility." While hybrid models are theoretically positioned to enhance wellbeing by reducing commuting stress and improving work-life balance, their actual wellbeing effects appear to be counterbalanced by concurrent risks. As evidenced by literature from [Dale et al. \(2024\)](#), [Mateen \(2025\)](#), and [Dong et al. \(2025\)](#), hybrid work simultaneously introduces digital exhaustion, sedentary behaviour, blurred professional-personal boundaries, and social isolation. The net quantitative effect at the aggregate level is therefore neutral the benefits and detriments cancel each other out.

Finding 3: Hybrid work arrangement does not significantly predict Holistic Wellbeing ($\beta = -0.015$, $p = 0.938$; $R^2 \approx 0$). The "Paradox of Flexibility" manifests empirically: the wellbeing gains from hybrid work are offset by its associated stressors, yielding a net-neutral effect.

GENDER AS A SIGNIFICANT MODERATOR OF COMMITMENT

One of the most important and statistically significant findings of this study pertains to gender differences in organizational commitment. The independent samples t-test revealed:

- T-statistic: $t(118) = 2.778$, $p = 0.006$ (significant at the 1% level).
- Direction: Male employees reported significantly higher levels of organizational commitment than female employees.
- Wellbeing comparison: No significant gender difference was found ($t = 0.073$, $p = 0.942$).

This finding is particularly noteworthy in the context of hybrid work research. It suggests that the hybrid model, while offering nominal flexibility, may not be equally effective in cultivating commitment across genders. Female employees may face disproportionate pressures in hybrid arrangements, including heightened domestic responsibilities, greater susceptibility to proximity bias in career advancement, and reduced visibility in organizational decision-making. As highlighted by [Austin-Egole et al. \(2024\)](#), flexible work can paradoxically create "inequities in visibility and career opportunities" for those working remotely more frequently a burden that often falls more heavily on women.

Finding 4: Gender is a statistically significant moderator of Employee Commitment ($p = 0.006$), with male employees demonstrating higher commitment scores. This disparity warrants urgent attention in organizational equity and hybrid work policy design.

WORK ARRANGEMENT HAS NO DIFFERENTIAL IMPACT

The one-way ANOVA analysis comparing Employee Commitment and Holistic Wellbeing across the three work modes (Hybrid, Online, and Offline) revealed no statistically significant differences:

- Commitment: $F = 0.617$, $p = 0.541$ no significant variation across work modes.
- Wellbeing: $F = 1.561$, $p = 0.214$ no significant variation across work modes.

This finding suggests that the type of work arrangement whether fully hybrid, fully online, or fully offline does not, in isolation, produce differential outcomes in commitment or wellbeing. This strongly implies that organizational processes, leadership quality, team culture, and individual coping resources are more powerful determinants of commitment and wellbeing than the structural modality of work alone.

Finding 5: Work arrangement modality (Hybrid vs. Online vs. Offline) does not produce significantly different levels of Commitment ($p = 0.541$) or Wellbeing ($p = 0.214$), pointing to the primacy of organizational culture and leadership over structural work arrangements.

THEORETICAL IMPLICATIONS: THE PARADOX OF FLEXIBILITY CONFIRMED

Taken together, the five key findings empirically validate the theoretical framework introduced in this the Paradox of Flexibility. Hybrid work arrangements, as currently implemented in many organizations, represent a structural change in the modality of work without a commensurate strategic investment in the psychological, social, and managerial infrastructure required to convert that flexibility into genuine fulfilment.

The Social Exchange Theory predicts that employees reciprocate perceived organizational investment with loyalty and commitment. The Job Demands-Resources (JD-R) Model posits that wellbeing is a function of the balance between demands and resources. Both frameworks suggest that hybrid work only delivers positive outcomes when organizations actively curate the resource environment providing managerial trust, social connection, ergonomic support, and clear communication alongside the structural flexibility.

RECOMMENDATIONS

FOR ORGANIZATIONS: RE-ARCHITECT THE PSYCHOLOGICAL CONTRACT

The most critical organizational implication of this study is the urgent need to re-architect the psychological contract in hybrid settings. Organizations must move beyond treating hybrid work as merely a scheduling policy and instead invest in deliberately engineering the social and motivational conditions that sustain commitment.

- Develop a formalized Hybrid Work Charter that articulates the organization's commitment to employees' wellbeing, career equity, and social connection in hybrid environments.
- Institute regular intentional in-person days that prioritize team building, mentorship, and affective cohesion, not merely task completion. [Hopkins and Bardoel \(2023\)](#) identify structured in-person interaction as essential to sustaining affective commitment.
- Embed organizational commitment KPIs into managerial performance reviews, making leaders accountable for the engagement and wellbeing of their hybrid teams.

FOR HR MANAGERS: ADDRESS GENDER DISPARITY IN HYBRID COMMITMENT

Given the significant finding that male employees report higher organizational commitment than their female counterparts, HR strategy must proactively address the structural inequities that hybrid work may exacerbate.

- Conduct disaggregated wellbeing and commitment surveys by gender, role, and work mode to identify specific groups facing disproportionate pressures.
- Implement proximity bias mitigation training for all managers equipping leaders to recognize and counteract the tendency to favour in-office employees for promotions, high-visibility projects, and mentorship.
- Create structured sponsorship programmes for women in hybrid roles to ensure their contributions are visible and their career trajectories are not penalized by remote or flexible schedules.
- Offer gender-responsive flexible work design acknowledging that "one-size-fits-all" flexibility may not address the distinct care and boundary management challenges faced by female employees.

FOR LEADERS AND MANAGERS: PRIORITIZE SOCIAL ENGINEERING AND TRUST

Since organizational culture and leadership quality emerged as more powerful determinants of commitment and wellbeing than work arrangement modality, frontline managers represent the most critical lever for organizational intervention.

- Train managers in "digital-first" leadership skills, including virtual empathy, asynchronous communication, and remote performance coaching, rather than relying on presence-based management.
- Establish regular structured check-ins that go beyond task management to include personal wellbeing conversations, aligning with [Mohammed \(2025\)](#) finding that intentional communication strategies are essential for bridging physical distance.
- Create psychological safety frameworks in which employees feel comfortable disclosing wellbeing challenges and boundary difficulties without fear of professional consequence.
- Implement digital detox policies such as mandatory communication blackout periods, discouraged after-hours messaging, and formally protected lunch breaks to address the digital exhaustion identified by [Mateen \(2025\)](#).

FOR POLICY MAKERS: INSTITUTIONALIZE HOLISTIC WELLBEING FRAMEWORKS

The finding that hybrid work's wellbeing effects are net-neutral at the aggregate level underscores the need for proactive, institutionalized wellbeing support rather than the assumption that flexible work alone is sufficient.

- Mandate ergonomic home-office support, including equipment stipends and workspace assessments, addressing the physical health deficits identified by [Dale et al. \(2024\)](#).
- Institutionalize mental health days as a formal part of the hybrid work policy, complemented by access to Employee Assistance Programmes (EAPs) and mental health coaching.
- Develop technology governance policies that define acceptable digital connectivity norms, protecting employees from the technostress and boundary erosion identified in [IJRAW \(2025\)](#).
- Align hybrid work policies with SDG 8 (Decent Work and Economic Growth) principles as advocated by [Austin-Egole et al. \(2024\)](#) and [Loh and Cheng \(2024\)](#) ensuring that flexibility serves as a vehicle for sustainable human capital development.

FOR FUTURE RESEARCH: LONGITUDINAL AND MEDIATIONAL STUDIES

The null findings for the direct effects of hybrid work on commitment and wellbeing reveal not the absence of a relationship, but the inadequacy of a direct-effects model to capture the complexity of hybrid work's impacts. Future research should:

- Employ longitudinal designs to capture the dynamic evolution of commitment and wellbeing as hybrid work arrangements mature and become institutionalized.
- Investigate wellbeing as a mediator in the relationship between hybrid work and commitment, as theorized in this study's conceptual framework and suggested by [Ohri and Dutta \(2025\)](#).
- Include managerial trust and perceived organizational support (POS) as formal moderating variables to test whether their presence transforms the null direct effects into significant positive relationships.
- Explore gender and demographic subgroup analyses with larger and more diverse samples to better understand differential outcomes across intersectional employee identities.
- Expand the scope to include qualitative data, particularly through in-depth interviews, to surface the experiential and psychological mechanisms underlying the quantitative patterns identified.

CONCLUSION

This started with a straightforward but significant address does the move to hybrid work take representatives from adaptability to satisfaction? The reply of this study uncovers is conditional.

Hybrid work is not one or the other a nostrum nor an issue. It may be a basic affordance a system of plausibility whose extreme esteem to workers and associations depends totally on the human choices made inside it. When associations contribute in believe, value, association and reason nearby the auxiliary adaptability of cross breed courses of action, the guarantee of satisfaction is achievable. When they offer flexibility in confinement as an approach concession instead of a human capital technique that guarantee remains unfulfilled.

The sexual orientation difference in commitment found in this ponder may be a warning signal that cannot be overlooked. It tells us that hybrid work, as right now actualized in numerous associations, isn't experienced similarly. The travel from adaptability to

satisfaction must be an even-handed travel one that effectively disassembles the vicinity predispositions, perceivability crevices, and basic imbalances that anticipate all employees from getting to the commitment and prosperity that hybrid work guarantees.

The observational prove displayed in this dissertation affirms what the foremost astute voices in hierarchical conduct have long contended long-standing time of work isn't a question of where or when individuals work, but of how associations select to esteem, bolster and invest within the individuals who do it. Hybrid work offers a once in a generation opportunity to overhaul the mental contract between boss and worker to construct working environments that are not just adaptable but truly satisfying. Whether associations seize that opportunity is, eventually, an address not of methodology, but of administration and ethical commitment to human flourishing.

The future of work is hybrid. But the future of fulfilment is human. It is built not in the spaces between office and home, but in the trust between leaders and the people they lead, the equity woven into every policy, and the genuine care for the whole person that turns structural flexibility into a life well-lived at work.

LIMITATIONS OF THE STUDY

An intellectually honest conclusion must acknowledge the boundaries within which its findings apply. This study carries several limitations that qualify the generalisability and depth of its conclusions.

- Cross-sectional design: Data collected at a single point in time cannot establish causal directionality. The relationships observed are associational, and the dynamic evolution of hybrid work's effects over time remains uncharted.
- Sample size and diversity: While 120 responses surpass the threshold for basic regression analysis, the relatively small and convenience-sampled dataset limits the study's representativeness across industries, organisational cultures, and geographic contexts.
- Self-reported measures: Likert-scale responses are subject to social desirability bias and individual interpretation variance, which may attenuate the strength of observed relationships.
- Unmeasured moderators: Key theoretical moderators including managerial quality, perceived organisational support, team culture, and individual personality traits were not formally measured, limiting the explanatory depth of the null findings.
- Gender binary coding: The study's gender analysis was limited to a binary male/female classification, excluding non-binary and gender-diverse employees whose experiences of hybrid work may differ substantially.

DIRECTIONS FOR FUTURE RESEARCH

The findings of this study open several rich avenues for future scholarly inquiry.

- Longitudinal studies are urgently needed to capture how commitment and wellbeing evolve as hybrid work matures from a crisis response to a routinised organisational arrangement.
- Mediation analyses using Structural Equation Modelling (SEM) should formally test whether wellbeing mediates the hybrid work–commitment relationship, and whether managerial trust and perceived organisational support moderate this pathway.
- Intersectional research examining how gender, age, caregiving status, job level, and industry interact with hybrid work to shape differential outcomes would substantially enrich the equity dimensions of this field.
- Qualitative and mixed-methods research should be employed to surface the psychological mechanisms, boundary management experiences, and social dynamics that quantitative instruments cannot fully capture.
- Cross-cultural comparative studies would illuminate whether the "Paradox of Flexibility" operates uniformly or is culturally conditioned, with implications for multinational organisations designing global hybrid policies.

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