

Conference paper

A Review on Hybrid Work and Work Performance During Post-Pandemic

Jamilah Kamis^{*1}, Zulkiflee Abd. Rahim², Yuslina Yusoff³, Nor Azilah Husin⁴ and Reni Yuliviona⁵

¹ Lecturer, Faculty of Business and Accountancy, Universiti Selangor, Malaysia

² Lecturer, Faculty of Business and Accountancy, Universiti Selangor, Malaysia

³ Lecturer, Faculty of Business and Accountancy, Universiti Selangor, Malaysia

⁴ Lecturer, Faculty of Business and Accountancy, Universiti Selangor, Malaysia

⁵ Lecturer, Faculty Economic and Business, Universitas Bung Hatta, Padang, Indonesia

Abstract.

The purpose of this article review is to investigate the relationship between hybrid work and work performance post-pandemic Covid-19. The analysis is based on several publications pertaining to the impact of the post-COVID-19 pandemic on the perspective on hybrid work and work performance. A search in the Google Scholar database using the search string ["Hybrid work" AND "Work Performance" AND "Post Pandemic"] was conducted in September 2022. Several documents were then filtered based on the criteria needed according to the PRISMA stages, such as year of publication, subject areas, type of document, category of access, and English language. Data was gathered from relevant papers published during the post-pandemic that occurred from 2020 to 2022 in the field of human resources, management, social science and humanities. After being reviewed for eligibility, only the most pertinent documents were chosen for further investigation. The findings suggested, to meet the new and emerging needs of hybrid workers, both physical and digital workplaces must be revamped in response to the post COVID-19 pandemic

Keywords: Hybrid work; Work Performance; Post Pandemic; Covid-19

Corresponding Author: Jamilah
Kamis; email:
jamilah@unisel.edu.my

Published 24 July 2023

Publishing services provided by
Knowledge E

© Jamilah Kamis et al. This
article is distributed under the
terms of the [Creative Commons](#)
[Attribution License](#), which
permits unrestricted use and
redistribution provided that the
original author and source are
credited.

Selection and Peer-review under
the responsibility of the ELEHIC
Conference Committee.

1. INTRODUCTION

The COVID-19 outbreak has pushed almost all employees around the world to work in a completely different setting in comparison to what it used to be before. COVID-19 triggered interventions such as social distancing, travel restrictions, virtual or remote work, and skeleton crews have constrained the continuance of earlier processes, thereby changing the way employees work (Gallup, n.d.; George, Lakhani, & Puranam, 2020). Such interventions triggered by the COVID-19 outbreak introduced employee behavioural changes, which can transition with multiple lockdowns from temporary to long-lasting. Line managers, team leaders, and human resources professionals are very

OPEN ACCESS

concerned about such behavioural changes as they can influence employees' emotional, cognitive, and physical well-being, which can ultimately impact their deliverables and performance (Graves & Karabayeva, 2020).

The shift to remote working and the push towards digitalization in response to COVID-19 restrictions has had an unprecedented impact on office work with respect to social sustainability, the working environment, organizational innovation capabilities and the well-being and performance of office workers. Previous research on the impact of flexible work arrangements (such as flexible work time, flexible workplace, remote work, etc.) on employees' subjective well-being has generally shown positive results but has also highlighted certain challenges of remote and flexible work arrangements from employee and leadership perspectives. Organizations adapted to a changing workforce and embraced a blended model, accommodating some combination of in-person and virtual work. When the pandemic shifted many people to remote work, long-held attitudes about the practice shifted. For organizations adopting hybrid work arrangements, the management must end the tendency to overlook remote employees' contributions and aspirations (Asmussen et al., 2021)

The pandemic produced a need for a mechanism of legal regulation of a particular organization of remote work, working hours, workplace, and working conditions (Yaroshenko, Sirokha, Velychko, Kotova, & Sobchenko, 2022). A growing hybrid work allows employees to work from anywhere so that the worker can choose to live in a preferred geographic location (Choudhury, 2022). As organizations switch from the traditional work model to hybrid work, workplace relationships are also transforming (de Lucas Ancillo, del Val Núñez, & Gavrila, 2021). A study by Nadeem (2022) highlighted the relationship between remote or hybrid work and job satisfaction during the outbreak of COVID-19.

According to a systematic task, the main positive effects of remote work are increased flexibility, autonomy, job satisfaction, and a better work-life balance (Charalampous, Grant, Tramontano, & Michailidis, 2019). Heidt et al. (2022) study shows that agile work characteristics have a direct, positive, and significant effect on the success of working from home with HRM measures as a mediator while (Anomsari, Handaru, & Ahmad, 2021). Study shows that work from home, discipline, and work-life balance significantly affect employee performance.

2. METHODOLOGY/ MATERIALS

Figure 1 summarizing the searching process of the relevant articles for the review. The search was retrieved using Google Scholar database in the month of September 2022. Only journal articles written in English language and open access were selected. The searched string of title, or the abstract, or the keywords using the words of [“Hybrid Work” AND “Work Performance” AND “Post Pandemic”] was done. A preliminary search resulted documenting five (5) published articles from 2020 until 2022. There were only three (3) documents that were shortlisted after filtering by year of publication, document type, and access category.

Eligibility of the papers were selected based on the suitability on the study’s purposes which based on the area of the studies and subject matters. Only papers in the areas related to Hybrid work, Work Performance and Post Pandemic were included. In term of the subject matters, only papers discussing the findings that based on the post pandemic COVID-19 being selected.

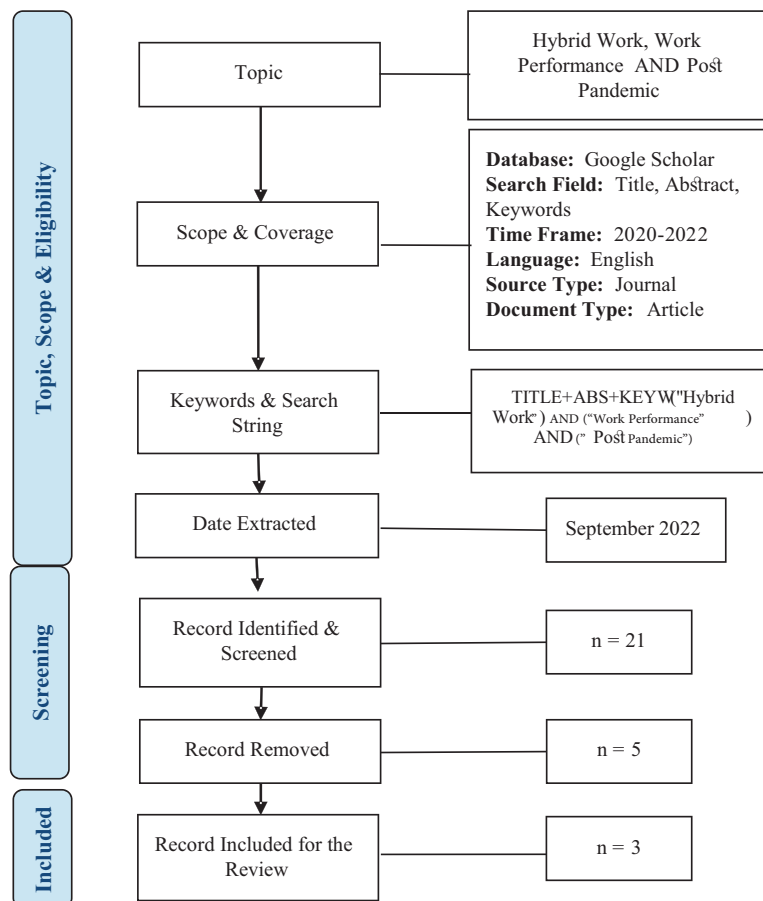


Figure 1: Flow diagram of the search strategy.

Source: Zakaria et al., (2021) Worldwide Melatonin Research: A Bibliometric Analysis of the Published Literature between 2015 and 2019, *Chronobiology International*. <https://doi.org/10.1080/07420528.2020.1838534>

Modified from PRISMA ((Moher, Liberati, Tetzlaff, & Altman, n.d.), The PRISMA Group . Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *PLoS Med* 6(7): e1000097. doi:10.1371/journal.pmed1000097)

3. RESULTS AND DISCUSSIONS

To ensure that the variables used in the articles are consistent with the concepts of interest in the field, it is critical to comprehend the core interpretation of each variable which focusing on hybrid work and the work performance during the post pandemic COVID-19. Since this topic is new in this related field, thus, there are very few articles that can be reviewed.

The advent of the Covid-19 pandemic had changed the way of working environments that affected globally. With a hybrid workplace model, employers offer exceptional workplace places, create greater collaboration and community for workers and showcase an example of the modern workplace that is digitally flexible and hybrid. Worker's challenges regarding job satisfaction, productivity, and organizational commitment work in progress as the COVID-19 pushed organizations into unprecedented and unplanned remote work, and hybrid work is the best remedial approach. In addition, the use social media has expanded, where it may facilitate an effective and immediate communication at work.

TABLE 1: Articles Review.

Author	Finding
Nadeem (2022)	The Hybrid work model is an excellent way to stay ahead in the competition, keep employees engaged and happy, and contribute effectively to the organization's bottom line.
Holland, et al., (2022)	Immediacy and reach of social media can be used to enhance the organisations.
3. Chafi et al., (2022)	Will also have to re-design both physical and digital workplaces to fit the new and emergent needs of employees in hybrid work models.

4. CONCLUSION AND RECOMMENDATION

The review suggesting that organization should implement proactive actions in various aspects during challenging situations. Strategies need to be aligned with the new norm of working flexibility in order to maintain productive in the business. Outstanding working environment with adequate attention on work performance need to be done to maintain competitive in the industry. Organization should be more creative and be ready for any changes via flexible and hybrid work environment for business survival. Furthermore, the managers should have proper future contingency plan to confronted with a future catastrophe such as COVID-19. The last, but not the least, exposure and training on the importance of crisis management should be done among employees in all aspects so that the impact can be minimized with an adequate plan and accurate measurement.

Employees and supervisors will both need to learn new set of skills in order to adapt to new ways of working and maximise the benefits of hybrid work. When developing guidelines for hybrid work, organisations must consider the social and ecological implications of sustainability (Chafi et al., 2022). They will also need to redesign both physical and digital workplaces to meet the new and emerging needs of hybrid workers. There is no reason to move back to the previous work model that existed prior to the pandemic. Instead, organisations cannot be resilient unless they think ahead and consider non conventional approaches such as hybrid workforces.

References

- [1] Anomsari, S., Handaru, A. W., & Ahmad, G. N. (2021). The Influence of Work from Home and Work Discipline on the Performance of Employees with Work-Life Balance as Mediating Variable in the COVID-19 Outbreak Period. *Oblik i Finansii*, 4(4(94)), 91–98. [https://doi.org/10.33146/2307-9878-2021-4\(94\)-91-98](https://doi.org/10.33146/2307-9878-2021-4(94)-91-98)
- [2] Asmussen, K. E., Mondal, A., Batur, I., Dirks, A., Bhat, C. R., & Pendyala, R. M. (2021). An Investigation of Evolving COVID-Era Remote Work Arrangements. *Paper Knowledge . Toward a Media History of Documents*, 3(April), 49–58.
- [3] Chafi, M. B., Hultberg, A., & Yams, N. B. (2022). Post-pandemic office work: Perceived challenges and opportunities for a sustainable work environment. *Sustainability (Switzerland)*, 14(1), 1–20.
- [4] Charalampous, M., Grant, C. A., Tramontano, C., & Michailidis, E. (2019). Systematically reviewing remote e-workers' well-being at work: a multidimensional approach. *European Journal of Work and Organizational Psychology*, 28(1), 51–73.

<https://doi.org/10.1080/1359432X.2018.1541886>

- [5] Choudhury, P. (2022). Geographic Mobility, Immobility, and Geographic Flexibility: a Review and Agenda for Research on the Changing Geography of Work. *Academy of Management Annals*, 16(1), 258–296. <https://doi.org/10.5465/annals.2020.0242>
- [6] de Lucas Ancillo, A., del Val Náz, M. T., & Gavrilă, S. G. (2021). Workplace change within the COVID-19 context: a grounded theory approach. *Economic Research-Ekonomska Istrazivanja*, 34(1), 2297–2316. <https://doi.org/10.1080/1331677X.2020.1862689>
- [7] Gallup. (n.d.). How Leaders Are Responding to COVID-19 Workplace Disruption.
- [8] George, G., Lakhani, K. R., & Puranam, P. (2020). What has changed? The Impact of Covid Pandemic on the Technology and Innovation Management Research Agenda. *Journal of Management Studies*, 57(8), 1754–1758. <https://doi.org/10.1111/joms.12634>
- [9] Graves, L. M., & Karabayeva, A. (2020). Managing Virtual Workers - Strategies for Success. *IEEE Engineering Management Review*, 48(2), 166–172. <https://doi.org/10.1109/EMR.2020.2990386>
- [10] Heidt, L., Gauger, F., & Pfnür, A. (2022). Work from Home Success: Agile work characteristics and the Mediating Effect of supportive HRM. *Review of Managerial Science*, 94(4), 91–98. <https://doi.org/10.1007/s11846-022-00545-5>
- [11] Holland, P., Dowling, P., & Brewster, C. (2022). HRM and the smart and dark side of technology. *Asia Pacific Journal of Human Resources*, 60(1), 62–78. <https://doi.org/10.1111/1744-7941.12319>
- [12] Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (n.d.). Guidelines and Guidance Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. <https://doi.org/10.1371/journal.pmed.1000097>
- [13] Nadeem, M. (2022). Vaccinated: Marketing Workforce Hybridization. *British Journal of Marketing Studies*, 10(3), 14–24. <https://doi.org/10.37745/bjms.2013/vo10.n3pp1424>
- [14] Wijayanti, A., Hakim, M. F., Widyaningsih, H., & Fiyan, M. A. (2019). Past, Present, and Future Perspectives on The Concept of Halal Tourism. *Advances in Social Science, Education and Humanities Research*, 259(Isot 2018), 30–36.
- [15] Yaroshenko, O. M., Sirokha, D., Velychko, L. Y., Kotova, L. V., & Sobchenko, V. V. (2022). Current Problems of Legal Regulation of Remote Work in the Context of the Introduction of Restrictive Measures Caused By the Spread of Covid-19 in Ukraine and the Eu. *Relacoes Internacionais No Mundo Atual*, 1(34), 1–16. <https://doi.org/10.21902/Revrima.v1i34.5575>

- [16] Zakaria, R., Ahmi, A., Ahmad, A. H., & Othman, Z. (2021). Worldwide melatonin research: a bibliometric analysis of the published literature between 2015 and 2019. *Chronobiology International*, 38(1), 27–37. <https://doi.org/10.1080/07420528.2020.1838534>