

Impact of the Hybrid work Model on Employee Well-being of IT employees: Beyond the office Walls

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Abstract:

*The hybrid work model (HWM), which integrates remote and in-office work, has fundamentally transformed the professional landscape, influencing employee well-being across multiple dimensions. This study, *Beyond the Office Walls: Analyzing the Impact of the Hybrid Work Model on Employee Well-being*, examines the mental, physical, and emotional impact of HWM, focusing on work-life balance, job satisfaction, social connectivity, flexibility, and organizational support. Using Factor Analysis, ANOVA, and Regression Analysis, the research identifies key drivers of employee well-being, highlighting both the advantages and challenges of hybrid work. Findings indicate that greater autonomy and flexibility significantly enhance employee satisfaction and productivity, while blurred boundaries, reduced in-person interaction, and social isolation pose risks to well-being. The study concludes with evidence-based recommendations for optimizing hybrid work models to foster long-term engagement, productivity, and organizational sustainability. Keywords: Hybrid Work Model, Employee Well-being, Work-life Balance, Organizational Support, Job Autonomy.*

Introduction

The workplace has changed significantly with the rise of hybrid work models (HWM), which combine remote and in-office work. This shift has transformed how employees interact with their organizations, perform their tasks, and balance work and personal life. As companies adapt to this new model, understanding its impact on employee well-being has become essential.

Hybrid work offers greater flexibility, allowing employees to manage their schedules more effectively. It has been widely adopted to improve productivity, job satisfaction, and efficiency. Many employees benefit from reduced commuting stress, increased autonomy, and better control over their work environments, all of which contribute to their well-being. However, blurred work-life boundaries, social isolation, reduced teamwork, and challenges in maintaining company culture are key concerns that organizations must address.

Employee well-being includes mental, emotional, and physical health, which are directly influenced by workplace conditions. While flexibility can improve job satisfaction and autonomy, it may also lead to burnout and stress if not managed properly. Remote employees often experience less social interaction and limited managerial support, affecting their motivation and engagement. To ensure a healthy and productive hybrid work environment, organizations must develop effective strategies that keep employees connected, supported, and engaged.

This study explores the impact of hybrid work on employee well-being, focusing on work-life balance, job satisfaction, social connectivity, and organizational support. By examining both the benefits and challenges of hybrid work, it provides practical insights to help companies create a balanced and sustainable work model.

Review of Literature

The hybrid work model (HWM) has gained widespread adoption, significantly transforming workplace dynamics and employee well-being. Existing research highlights both the benefits and

challenges of hybrid work, with key focus areas including flexibility, job satisfaction, mental health, work-life balance, social connectivity, and organizational support.

Baker (2021) emphasizes the shift towards digital tools in hybrid work models, highlighting their role in enabling remote collaboration. The study notes that 75% of Swedish offices adopted remote work post-pandemic, signaling a shift in workplace norms. However, organizational adaptation remains a challenge, requiring structured policies to maintain efficiency and employee satisfaction.

Parker, Knight, and Keller (2020) explore the benefits of autonomy in hybrid work, concluding that while increased flexibility enhances job satisfaction, it may also lead to role ambiguity and stress if managerial support is inadequate. Similarly, Oakman et al. (2020) identify the health effects of hybrid work, cautioning against the risks of social isolation despite its flexibility benefits.

Vyas and Butakhieo (2021) investigate the impact of hybrid work on work-life balance, emphasizing that while employees enjoy greater autonomy, blurred boundaries between work and personal life can lead to burnout. Their study suggests the need for clear organizational policies to prevent overwork.

Wang et al. (2021) analyze hybrid work's effects on job satisfaction, finding that flexibility enhances well-being. However, reduced in-person interactions may negatively affect team cohesion and engagement. Likewise, Hickman and Robison (2021) highlight that while hybrid work improves satisfaction, inadequate boundaries may lead to stress and burnout.

Alexander et al. (2021) stress the importance of strong organizational support in hybrid models, noting that companies providing clear guidelines, technology resources, and emotional support experience higher employee engagement. Ipsen et al. (2021) further highlight that while hybrid work offers flexibility, insufficient support mechanisms may result in exhaustion, emphasizing the need for structured workplace policies.

Feitosa and Salas (2021) examine the psychological effects of hybrid work, finding that while it supports work-life balance, it can lead to social isolation and decreased team cohesion. They recommend regular check-ins and team-building activities to mitigate these effects. Spivack and Neuberg (2021) emphasize the role of strong organizational culture in maintaining employee retention, advocating for consistent communication and collaboration strategies.

Savić (2021) discusses the evolving nature of professional communication in hybrid work, asserting that while remote tools offer flexibility, they cannot fully replace in-person interactions. The study suggests incorporating in-office days to bridge communication gaps. Schall (2019) highlights the importance of ergonomic considerations, warning that inadequate home-office setups may lead to physical strain, advocating for employer investment in ergonomic resources.

Perry, Rubino, and Hunter (2018) explore individual adaptability, finding that employees with high conscientiousness adjust more effectively to hybrid work. Their research suggests that organizations should consider personality traits when designing hybrid work policies to optimize productivity and well-being.

These studies collectively underline the necessity of structured organizational strategies to balance the advantages of hybrid work with its potential drawbacks, ensuring employee well-being, engagement, and long-term sustainability.

Santillan et al. (2023) examined the effects of the hybrid work model on job execution, work-life balance, and employee satisfaction in a technology company. The study found that 84.4% of employees believed the hybrid work model positively influenced job satisfaction and work-life balance. However, the study highlighted challenges in communication and collaboration, emphasizing the importance of structured policies for effective teamwork in hybrid settings (Santillan et al., 2023).

Santiago et al. (2023) investigated the relationship between the hybrid work model and employee retention in the IT industry, finding that workplace flexibility significantly enhanced employee happiness and retention. The study suggests that organizations adopting a hybrid model can better

retain skilled employees by fostering a work environment that balances professional and personal life (Santiago et al., 2023).

Krajčík et al. (2023) explored hybrid work preferences across different cultural backgrounds, revealing that employees prioritize flexibility in both work location and hours. The findings indicate that hybrid work models provide employees with better autonomy, which leads to higher engagement and productivity in IT-related jobs (Krajčík et al., 2023).

Stasiła-Sieradzka et al. (2023) analyzed the psychological impact of hybrid work, reporting that employees in hybrid models experienced both resource gains (increased flexibility and autonomy) and losses (higher work-related stress). The study suggests that organizations should implement structured hybrid work policies to mitigate burnout and ensure employee well-being (Stasiła-Sieradzka et al., 2023).

Ahmad et al. (2023) examined corporate social responsibility (CSR) and employee well-being, emphasizing that well-designed CSR policies positively impact job satisfaction and reduce burnout among IT employees. The study highlights that organizations with strong CSR frameworks create a more supportive hybrid work environment, which leads to enhanced employee engagement and retention (Ahmad et al., 2023).

Need of the Study:

The shift to a hybrid work model has transformed how employees balance their personal and professional lives, impacting their well-being in various ways. While flexibility can enhance job satisfaction and work-life balance, it may also blur boundaries, leading to burnout and stress. Reduced face-to-face interactions can affect social connectivity and mental health, influencing team dynamics and overall engagement. This study aims to assess these impacts, providing insights into how organizations can optimize hybrid work to support employee well-being while maintaining productivity and a positive work culture.

Significance of the Study

This study examines how the hybrid work model affects employee well-being, including work-life balance, job satisfaction, mental health, and social connectivity. It highlights both the benefits of flexibility and the challenges of blurred boundaries and reduced social interaction. The insights will help organizations improve work policies to enhance employee engagement, maintain productivity, and create a supportive work culture. Additionally, the study contributes to ongoing discussions on workplace transformation, guiding businesses in building a sustainable and employee-focused hybrid work environment.

Research Gap:

While hybrid work has been widely studied for its flexibility, autonomy, and job satisfaction, there is limited empirical research on its long-term impact on employee well-being, particularly in the IT sector. Existing studies primarily explore general trends, but few provide a comprehensive analysis of how hybrid work affects work-life balance, job satisfaction, and mental health over time. Additionally, the interplay between organizational support, social connectivity, and employee engagement in a hybrid setting remains underexplored. This study aims to bridge this gap by identifying key well-being factors and offering insights to optimize hybrid work models for sustained employee engagement and productivity.

Objective of the study:

To assess the impact of the hybrid work model on employee well-being, focusing on factors such as work-life balance, job satisfaction, mental health, and social connectivity

Research Methodology

Research involves exploring and studying to find new information and understanding. It helps us solve problems, make decisions, and improve our knowledge in various fields.

This study collects the quantitative data through structured surveys from 100 employees. This research provides a comprehensive understanding of the effects on productivity, job satisfaction, work-life balance, mental health, communication, and collaboration.

Sampling Techniques: "Factor analysis was employed to analyze the data and identify key patterns related to the impact of the hybrid work model on employee well-being among IT employees."

Sample Size-The sample size chosen for the survey is 100 employees. 50 employees under hybrid mode and 50 employees under on-site work model.

Sample Area

The survey was conducted among employees from the IT sector, as this industry has widely adopted hybrid work models, making it an ideal setting for studying their impact on employee well-being.

Null Hypothesis (H₀): The hybrid work model has no significant impact on employee well-being, including work-life balance, job satisfaction, mental health, and social connectivity.

Alternate Hypothesis (H₁): The hybrid work model has a significant impact on employee well-being, including work-life balance, job satisfaction, mental health, and social connectivity.

Data Collection Methods

Both primary and secondary data sources were utilized:

Primary Data: Collected through a structured questionnaire, focusing on factors such as job autonomy, flexibility, social connectivity, work-life balance, and mental health.

Secondary Data: Gathered from published journals, industry reports, and previous empirical studies to support and contextualize the findings.

Data Analysis:

This study analyzed the impact of hybrid work models on employees' mental, physical, and emotional health, focusing on factors like work-life balance, job satisfaction, job autonomy, and social interaction. Using statistical tools like KMO and Bartlett's Test, the data was found suitable for analysis, confirming that hybrid work significantly influences employee well-being.

Interpretation: The KMO value of 0.593 indicates mediocre but acceptable sampling adequacy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.654
Bartlett's Test of Sphericity	Approx Chi-Square	64.946
	df	21
	Sig	.000

for factor analysis. Bartlett's Test of Sphericity (Chi-Square = 64.946, df = 21, p = 0.000) confirms significant relationships among the variables. This means the data is suitable for factor analysis, but the low KMO suggests the results should be interpreted with caution.

Three main findings emerged from the analysis:

- 1. Autonomy and Productivity** – Greater job autonomy improves employee satisfaction and productivity, aligning with the study's focus on job satisfaction and autonomy.
- 2. Flexibility and Well-being** – Flexible work arrangements positively affect work-life balance and mental health, highlighting the importance of flexibility.
- 3. Home Office and Communication Tools** – Effective infrastructure and communication systems play a critical role in hybrid work success.

Rotated Component Matrix

	Component		
	1	2	3
11.How do you rate the impact of flexibility in work hours and location on your overall well-being and?	.026	.787	.079

4.How do you feel about the communicate channels in the hybrid model(Eg Virtual meetings, Messaging Apps)?	-.611	-.436	.343
9.Job Autonomy [The level of auto2my I have in organizing my work tasks and schedules 1 influences my job satisfaction.]	.919	-.119	-.080
2.Describe your home office setup.	.055	.121	.917
8.Over all mental health [The hybrid work model has improved my overall mental well-being compared to the traditional in-office work model.]	-.205	.878	.018
10.Perceived Productivity [The hybrid work model has 1 impacted my ability to meet deadlines and deliver results.]	.514	.052	-.682
9.Job Autonomy [I feel empowered to take ownership of my work responsibilities and make independent decisions in the hybrid work model.]	.893	-.167	-.005

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The Rotated Component Matrix reveals three key factors influencing the hybrid work experience. Component 1 (Job Autonomy & Productivity) highlights that greater control over work tasks and decision-making strongly enhances job satisfaction and productivity. Component 2 (Well-being & Communication) shows that flexibility in work hours and location positively impacts mental well-being, but poor communication channels may reduce these benefits, indicating a need for more effective virtual collaboration tools. Component 3 (Home Office Setup & Productivity Challenges) suggests that a well-equipped home office improves the hybrid work experience, while inadequate setups may hinder productivity. Overall, organizations should focus on empowering employees, improving digital communication strategies, and supporting better home office environments to enhance job satisfaction, well-being, and efficiency in hybrid work models.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.633	37.611	37.611	2.633	37.611	37.611	2.326	33.234	33.234
2	1.630	23.290	60.901	1.630	23.290	60.901	1.640	23.427	56.660
3	1.139	16.269	77.170	1.139	16.269	77.170	1.436	20.509	77.170
4	.670	9.565	86.735						
5	.460	6.565	93.300						
6	.269	3.840	97.140						
7	.200	2.860	100.000						

Extraction Method: Principal Component Analysis.

Interpretation:

The Total Variance Explained analysis identifies three key components that capture the majority of the variation in employee responses, meaning these factors effectively represent the most significant aspects of the hybrid

work experience. The first component is the strongest, highlighting its dominant influence, while the second and third components further contribute to explaining the data patterns. After rotation, the variance is more evenly distributed among the three components, improving interpretability. The remaining factors contribute minimally and are not considered in the final model. This suggests that the hybrid work experience can be grouped into three main themes job autonomy and productivity, well-being and communication, and home office setup and productivity challenges offering valuable insights into employee perceptions and areas for improvement in hybrid work models.

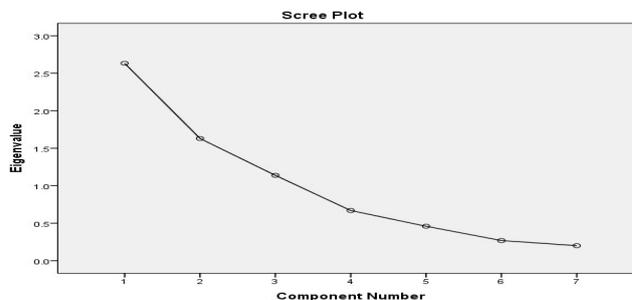
Communalities

	Initial	Extraction
11.How do you rate the impact of flexibility in work hours and location on your overall well-being and?	1.000	.627
4.How do you feel about the communicate channels in the hybrid model(Eg Virtual meetings, Messaging Apps)?	1.000	.681
9.Job Autonomy [The level of autonomy I have in organizing my work tasks and schedules 1 influences my job satisfaction.]	1.000	.866
2.Describe your home office setup.	1.000	.858
8.Over all mental health [The hybrid work model has improved my overall mental well-being compared to the traditional in-office work model.]	1.000	.813
10.Perceived Productivity [The hybrid work model has 1 impacted my ability to meet deadlines and deliver results.]	1.000	.732
9.Job Autonomy [I feel empowered to take ownership of my work responsibilities and make independent decisions in the hybrid work model.]	1.000	.825

Extraction Method: Principal Component Analysis

The Communalities table shows how well each variable is explained by the extracted components in the analysis. The initial values are all 1.000, as each variable starts with its total variance. The extraction values indicate the proportion of variance retained by the selected components after factor extraction.

Higher extraction values suggest that a variable is well represented by the components. For example, job autonomy, home office setup, and overall mental health have high communalities, meaning these factors are strongly captured by the extracted components. On the other hand, flexibility in work hours and communication channels have slightly lower values, indicating they are influenced by other minor factors not fully captured in this model.



Interpretation: The scree plot illustrates the eigenvalues for each component in the factor analysis. The steep drop in the plot between Components 1, 2, and 3 indicates that these three components explain the majority of the variance in the data, as they have eigenvalues above 1. Beyond the third component, the curve levels off, indicating diminishing contributions to the total variance by

subsequent components. This supports retaining the first three components for further analysis, as they represent the most significant factors in explaining the underlying structure of the data.

Component Matrix^a

	Component		
	1	2	3
11.How do you rate the impact of flexibility in work hours and location on your overall well-being and?	-.100	.772	.146
4.How do you feel about the communicate channels in the hybrid model(Eg Virtual meetings, Messaging Apps)?	-.646	-.513	-.005
9.Job Autonomy [The level of auto2my I have in organizing my work tasks and schedules 1 influences my job satisfaction.]	.868	-.049	.333
2.Describe your home office setup.	-.369	.011	.850
8.Over all mental health [The hybrid work model has improved my overall mental well-being compared to the traditional in-office work model.]	-.290	.854	-.005
10.Perceived Productivity [The hybrid work model has 1 impacted my ability to meet deadlines and deliver results.]	.752	.169	-.371
9.Job Autonomy [I feel empowered to take ownership of my work responsibilities and make independent decisions in the hybrid work model.]	.817	-.107	.383

Extraction Method: Principal Component Analysis.

Interpretation: The component matrix shows how each variable relates to the three extracted components. Component 1 is strongly linked to "Job Autonomy" (0.817) and "Perceived Productivity" (0.752), focusing on autonomy and productivity. Component 2 highlights "Overall Mental Health" (0.854) and "Flexibility in Work Hours" (0.772), emphasizing well-being and flexibility. Component 3 is primarily associated with "Home Office Setup" (0.850), reflecting its unique contribution. These three components represent distinct themes: productivity/autonomy, well-being/flexibility, and home office setup, summarizing the key patterns in the data.

Rotated Component Matrix^a

	Component		
	1	2	3
11.How do you rate the impact of flexibility in work hours and location on your overall well-being and?	.026	.787	.079
4.How do you feel about the communicate channels in the hybrid model(Eg Virtual meetings, Messaging Apps)?	-.611	-.436	.343
9.Job Autonomy [The level of auto2my I have in organizing my work tasks and schedules 1 influences my job satisfaction.]	.919	-.119	-.080
2.Describe your home office setup.	.055	.121	.917
8.Over all mental health [The hybrid work model has improved my overall mental well-being compared to the traditional in-office work model.]	-.205	.878	.018
10.Perceived Productivity [The hybrid work model has 1 impacted my ability to meet deadlines and deliver results.]	.514	.052	-.682
9.Job Autonomy [I feel empowered to take ownership of my work responsibilities and make independent decisions in the hybrid work model.]	.893	-.167	-.005

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

The rotated component matrix highlights the clearer grouping of variables across the three components after rotation. Component 1 is strongly associated with "Job Autonomy" (0.919 and 0.893), emphasizing autonomy in work tasks and decision-making. Component 2 focuses on well-being and flexibility, with strong loadings for "Overall Mental Health" (0.878) and "Flexibility in Work Hours" (0.787). Component 3 is primarily linked to "Home Office Setup" (0.917), indicating its distinct role in the analysis. The rotation improves interpretability by aligning variables with the most relevant components, revealing key themes of autonomy, well-being, and the home office setup in the data.

The study validates the dataset's suitability for PCA with a **KMO value of 0.654**, indicating acceptable sample adequacy, and **Bartlett's Test of Sphericity** ($\chi^2 = 64.946$, $df = 21$, $p < 0.000$), confirming the correlation matrix's appropriateness. Key variables such as **Job Autonomy (0.866)**, **Home Office Setup (0.858)**, and **Overall Mental Health (0.813)** are strongly represented, highlighting the importance of task flexibility, home environments, and well-being in hybrid work success. The PCA extracted three components explaining **77.17% of cumulative variance**: **Component 1 (33.23%)** reflects autonomy and productivity, **Component 2 (23.43%)** emphasizes flexibility and mental well-being, and **Component 3 (20.51%)** focuses on home office setups and communication tools. Rotated loadings indicate that autonomy, flexibility, well-being, and communication tools are critical for hybrid work efficiency and employee satisfaction.

The findings rejected the null hypothesis (H0) and supported the alternative hypothesis (H1), proving a **significant impact of hybrid work models** on employees' mental, physical, and emotional health.

Aligned with Objective, the study proposed actionable strategies for organizations to optimize hybrid work arrangements:

- Promoting flexibility and autonomy to improve job satisfaction and work-life balance.
- Empowering employees through clear boundaries and decision-making freedom.
- Investing in infrastructure and communication tools to support productivity and engagement.

By addressing the objectives and confirming the hypothesis, the study provides clear evidence that hybrid work models can enhance well-being and productivity while requiring thoughtful implementation to overcome challenges like unclear boundaries and social isolation. The study also identified key challenges, such as unclear boundaries and reduced social interaction, which may impact employee well-being negatively.

Aligned with its objectives, the study provides actionable strategies for organizations:

- Encourage flexibility and empower employees to make independent decisions.
- Enhance infrastructure and communication tools to support hybrid work.
- Promote clear boundaries between work and personal life to mitigate stress and isolation.

Conclusion:

This study examined the impact of hybrid work models on employees' mental, physical, and emotional health, focusing on work-life balance, job satisfaction, job autonomy, and social interaction. The findings reveal that hybrid work significantly enhances well-being, productivity, and flexibility, with employees benefiting from greater control over their tasks and schedules, improved work-life balance, and better mental health. A well-equipped home office and effective communication tools were also identified as critical for success. However, challenges like blurred work-life boundaries and reduced social interaction must be addressed to avoid negative effects. Organizations can optimize hybrid work by promoting flexibility, empowering employees with decision-making autonomy, investing in infrastructure, and ensuring clear communication channels. By addressing these aspects, hybrid work models can foster sustainable well-being, engagement, and productivity, creating a supportive environment that benefits both employees and businesses.

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