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Hybrid Work in the Post-Pandemic Era: Rethinking Organizational Dynamics and Resilience

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Abstract: *The COVID-19 pandemic has served as a catalyst of a radical reorganization of modern work practices, hastening the process of institutionalizing hybrid working and teleworking as new organizational paradigms and no longer as a transitional policy response to the crisis. In addition to their early use in business continuity, these arrangements have increasingly evolved into the way organizations design work systems, manage performance, organize social interactions as well as employee experience, in more uncertain environments. In this regard, hybrid work has become a primary organizational design, in which organizations are eager to balance the concept of flexibility, efficiency, and long-term sustainability. The article creates a theoretical analysis of the notion of hybrid work based on an integrative theoretical approach that mobilizes the contingency theory, self-determination theory, social capital theory, and organizational resilience frameworks. Its main aim is to investigate how hybrid work and telework alters the fundamental organizational processes regarding performance management, employee well-being, equity and inclusion, workplace relationship dynamics and the organizational adaptive capacity, and how all these processes together enhance organizational resilience. The article does not view hybrid work as a causal determinant of organizational outcomes but instead takes a systemic approach where hybrid arrangements are structuring conditions the outcomes of which are mediated by various interrelated organizational dimensions. Based on a conceptual approach, the article is a synthesis of the recent academic contributions that suggest the integrated model that which places organizational resilience as a capability that emerges due to the coherent combination of five major dimensions namely; productivity and performance systems, employee engagement and psychological well-being, equity and inclusion practices, workplace relationship dynamics, and organizational adaptive capacity. The article adds to the existing literature, redefining hybrid work as a strategic organizational competence, instead of a logistical modification, and presenting future research opportunities, specifically the empirical and longitudinal confirmation of the presented model in a variety of organizational settings.*

Keywords: hybrid work; organizational resilience; employee well-being; inclusion; post-COVID transformation.

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1. INTRODUCTION

1.1 The transformation of work in the post-COVID era

The COVID-19 pandemic drastically disturbed the old organizational practices and catalyzed the changes that had long been underway in the way work is organized. Among such changes, the hybrid work characterized as a flexible mixture of on-site and distance-based practices and arrangements has developed to be an unlikely yet mostly predominant organizational framework in various sectors and regions. (Choudhury, 2023; Spicer, 2022). This change is not just about technological advancement but more fundamental change in both the managerial ideologies, employee demands and culture of an organization.

Work is becoming less tied up with physical presence and more limited to results, independence, and coordination via digital means in the post-COVID environment. Organizations are increasingly working in an uncertain environment with frequent disruptions and heightened competition and employees are demanding increased flexibility and a work life balance. Hybrid work has thereby become a key component whereby the organizations seek to balance the operational continuity and the health and sustainability of the employees and the sustainability of the organization in the long term. (Waizenegger et al., 2021).

1.2 Scientific and managerial justification

Scientifically, the hybrid work is a question, which has no answers on coordination, collaboration, equity, and sustenance. In spite of the fact that the topic of telework and flexible work hours is now developed on a large scale, the hybrid and flexible-form arrangement offers additional challenges as they combine both physical and virtual versions of work within a single organizational structure (Carillo et al., 2021). This co-existence triggers the traditional views on the subject of supervision, evaluation of performance and socialization. On a management level, a hybrid work practice necessitates organizations to redefine their leadership approach, performance management and communication conventions. Managers are required to be productive, provide employee welfare, and promote social cohesiveness in distributed workplace at the same time. These issues highlight the necessity of a holistic conceptual framework that would be capable of addressing multidimensional and systemic impacts of hybrid work instead of fragmented analyses.

1.3 Research problem and research questions

Although hybrid work arrangements are widely diffusing, the available research is still disjointed and tends to be based on independent results in the form of productivity or well-being. This fragmentation restricts the comprehension of interactions of various organizational mechanisms in the hybrid systems over time. This article, therefore, tackles the following research problem: What is the way hybrid work rearranges organizational mechanisms that are cumulative to the organizational resilience of post-pandemic settings? To discuss this issue, three research questions are examined in the article: What is the impact of hybrid work on major organizational processes of performance, experience, inclusivity, and work relationships? What is the nature of the interaction between these mechanisms to create organizational resilience? What are the best theoretical lenses to describe the dynamic nature of hybrid work systems?

1.4 Objectives of the article

The article suggests defining hybrid work as a multidimensional organizational system, combining complementary theoretical approaches to describe the implications of hybrid work, a conceptual model of the relationship between hybrid work arrangements and organizational resilience, and a basis of subsequent empirical research.

1.5 Theoretical contribution

The article has a contribution to the literature as it elaborates a conceptual framework that integrates to place organizational resilience at the center of the outcomes of hybrid work arrangements. Unlike other studies of isolated results (Kniffin et al., 2021), it shows how the structural, psychological, and relational actions interplay in a hybrid work system, providing a comprehensive view of hybrid work and its organizational consequences over the long term.

2. CONCEPTUAL FRAMEWORK: UNDERSTANDING HYBRID WORK

2.1 Definition and conceptualization of hybrid work

The concept of hybrid working can be defined as organizational practices where individuals alternate between distant and physical work locations based on the works of the tasks or their own choices or regulations by the manager. Hybrid work is an alternative to telework, which typically implies full distance inclusion, and maintains physical co-presence periods but incorporates digital coordination and spatial flexibility (Bailey and Kurland, 2021; Choudhury, 2023). The structure allows organizations to use flexibility in addition to the relational and collaborative advantages of physical interaction. Multidimensional flexibility, digital connectivity, and alignment of the task environment can be described as the characteristics of hybrid work (Sarker et al., 2022). More recent versions of conceptualization use the term hybrid work to refer to an adjusting socio-technical system where technological infrastructures and social processes are closely interconnected (Merrill and Kim, 2024).

2.2 Historical evolution from telework to hybrid models

Telework was a relatively peripheral practice, even prior to the pandemic, and usually limited to particular job categories or even flexible policies on a limited basis. The issues that motivated organizational reluctance were connected with supervision, performance monitoring and equity (Messenger and Gschwind, 2018). Pandemic upside downed these assumptions and organizations have to go remote in a very large scale. With the onset of the crisis, it became apparent to many organizations that productivity was possible under remote circumstances and even increased (Wang et al., 2021). Hybrid work is a stabilized organizational model, but one that is backed with financial investments in digital infrastructures, distributed workflows, and redesigned performance practices in the post-pandemic period (Spicer, 2022; Leonardi, 2021).

2.3 Theoretical foundations

Contingency Theory
The contingency theory assumes that the organizational structures should be able to sit well with the requirements of the context. The example of hybrid work is reliant on the idea of adapting the spatial and temporal layout to environmental uncertainty and personal requirements (Donaldson, 2021). Instead of standardizing working conditions, hybrid arrangements can enable variousiated practices in terms of team interdependence, differences in employee autonomy and task complexity.

Social Capital Theory
The hybrid environments change how employees develop relationships, trust, and common set of norms. The social capital theory describes the influence of the establishment of both formal and informal network ties on collaboration and performance (Adler and Kwon, 2022). Hybrid work puts a strain on the classical sources of social capital, including ad hoc interaction, but brings with it the possibility of network diversification and online connection (Sarker et al., 2022).

Self-Determination Theory (SDT)
According to SDT, a person needs to be autonomous, competent, and related. Hybrid work has the potential to increase autonomy but jeopardize competence (as a result of technological overload) and relatedness (as a result of the lack of physical interaction). It is important to understand these dynamics in order to maximize the well-being and intrinsic motivation of employees in a distributed environment (Ryan and Deci, 2020).

Organizational Resilience Theory
Organizational resilience is defined as shock absorbing capability, adaptability to disruption and recoveries without losing the main functions. Hybrid work can be a strategy that provides resilience through diversification of work processes, decentralization of operations, and improvement of adaptive capacity (Lengnick-Hall & Beck, 2021). This theoretical perspective lies at the core of the theoretical model that will be suggested later in the paper.

Integrative Contribution of Theories
Collectively, these theories shed light on the complexity of hybrid work in terms of its structural, psychological and relational aspects. They also explain why the five dimensions discussed below (productivity, well-being, equity, relationships, and resilience) constitute a consistent foundation of determining hybrid work in the post-pandemic period.

3. KEY ORGANIZATIONAL DIMENSIONS SHAPED BY HYBRID WORK

3.1 Productivity and organizational performance

In essence, hybrid work transforms the conceptualization and measurement of productivity in organizations. Instead of physical presence or time-based supervision, the productivity of hybrid environments becomes more dependent on the evaluation of the results and the successful organization of the distributed working processes (Choudhury, 2023). This change is indicative of a larger change in managerial logic, in which trust, autonomy, and accountability are used instead of conventional mechanisms of hierarchical control. Empirical evidence indicates that hybrid work can also positively impact the productivity of individual employees by shortening the commuting time, helping employees to work when they are at their highest level of cognitive performance, and also being able to control their work rhythms (Wang et al., 2021). Nevertheless, these benefits are not automatic and even equal. The choice of organizational design, such as task interdependence, role clarity, and integration of digital collaboration tools, are key factors to the results of productivity (Spicer, 2022). In the event that hybrid systems are not well designed, productivity can be compromised by delays in coordination, disjointed communication, and additional cognitive load related to continuous digital communication (Leonardi, 2021). Instead, productivity in hybrid environments should be perceived as a contingent organizational result defined by the correspondence between the work structure, technological infrastructure and managerial practices, as opposed to flexibility in itself.

3.2 Engagement, well-being, and mental health

Psychological health and employee engagement are the key issues of a hybrid workplace where a higher degree of autonomy is associated with new types of stress. Having referred to self determination theory, hybrid work can be more engaging as it can meet the needs of autonomy and flexibility among workers, especially when they can regulate the working places and timetables according to personal and career needs (Ryan and Deci, 2020). Nevertheless, these possible advantages are mitigated by hazards of enlarged work-life lines, never ending online connectivity and limited possibility of engaging in informal social interaction. The thought of always being available can exert an even greater emotional burden and

digital exhaustion, especially when the organizational norms are not used to govern the communication practices (Kniffin et al., 2021; Wang et al., 2021). These outcomes are dependent on the leadership practices. Social and humane leadership approaches also help to achieve psychological safety, define expectations, and build feelings of belonging in distributed teams (Carillo et al., 2021). Sustainable hybrid work thus mandates that the organizational interventions should take into account the well being as a systemic responsibility and not as a problem of coping of an individual.

3.3 Equity and inclusion

The ideas of equity and inclusion are core issues in hybrid work systems because flexible work arrangements can both limit and reproduce inequalities at work. Employees have different levels of access to good digital infrastructure, consistent connection, and appropriate home workspaces, which places people unequally to engage and work (Bailey and Kurland, 2021). These differences will contribute to the existing social and professional injustices unless they are addressed. Work hybridity also adds to the risk of proximity bias, where more often on-site employees are better seen, have access to decision-makers informally, and are perceived to be committed (Waizenegger et al., 2021; Chung, 2022). The dynamics can impact disproportionately women, early-career professionals, and persons with a care-giving responsibility. Simultaneously, hybrid work has an inclusive potential because it provides an opportunity to meet the needs of a variety of people and overcome geographical restrictions in getting a job. Flexible arrangements can be especially beneficial to the employees with disabilities or limited mobility (Sarker et al., 2022). To guarantee equity in hybrid systems, it is therefore necessary to design them consciously, with clear evaluation guidelines, participative communication patterns, and active structural discrimination reduction measures.

3.4 Workplace relationship dynamics

Hybrid work is changing the relationship at the workplace, as it changes methods of interaction, teamwork, and trust development. The social capital theory reiterates the significance of informal communication, common rules, and relationships to facilitate the process of coordination and exchange knowledge (Adler and Kwon, 2022). In hybrid spaces, there is less physical co-presence which means that we cannot find spontaneous encounters which play a part in social bonding. Nevertheless, digital tools also provide an opportunity to establish more extended and more versatile professional networks that go across geographical boundaries (Leonardi, 2021). Although relational cohesion in those settings is often maintained with the use of organizational practices, such as formalized interaction opportunities, non-exclusionary communication patterns, and hybrid rituals that contribute to shared identity renewal (Merrill and Kim, 2024).

3.5 Organizational adaptive capacity

Adaptive capacity of an organization is the possibility to learn, adapt, and reform the practices according to the variability of circumstances. The hybrid work can reinforce this capacity with experimental possibilities, distributed decision-making, and flexibility in resource distribution (Sutcliffe and Vogus, 2022). Organizational learning could also be promoted through exposure to diverse work situations that can promote innovation and reflection. Nevertheless, it does not mean that hybrid arrangements result in adaptive capacity. Learning processes can be undermined when the fragmentation, role ambiguity or coordination failures are created by hybrid systems. Adaptive capacity must be thus conceptualized as a mediating process which requires leadership support, organizational culture and incorporation of feedback loops, in the hybrid work systems.

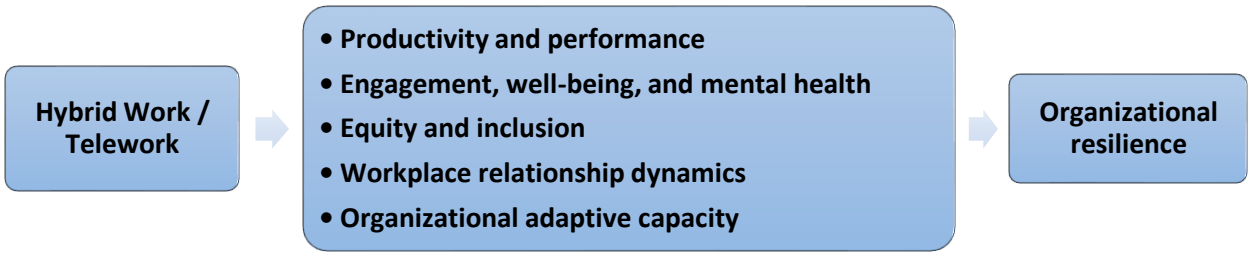
4.PROPOSED CONCEPTUAL MODEL

The organizational resilience proposed in this article makes organizational resilience the key dependent construct and conceptualizes hybrid work and telework as organizing organizational structure as opposed to pursuing the resilience as a direct cause. This differentiation is conceptually significant, as it does not have deterministic interpretations, but underlines that the outcomes of resilience are determined by the manner in which hybrid work is designed, controlled, and implemented into the systems of organizations.

The model recognizes five dimensions of organizational interaction of a hybrid work on resilience: productivity and performance systems, employee engagement and well being, equity and inclusion, workplace relationship dynamics, and organizational adaptive capacity. These dimensions act as mediating processes, which convert the hybrid work arrangements into the long-term organizational capacities. Flexibility is not enough in this view but resilience is a resultant outcome of the coherent alignment of various organizational processes. All dimensions represent a particular, yet complementary, side of organizational functioning. Productivity and performance systems are manifested in the way the work outputs are organized, monitored and assessed under the distributed environments. Engagement and well being: Psychological sustainability of hybrid arrangements and their ability to facilitate long-term motivation. Equity and inclusion are concerned with equity in access, visibility, and career in systems of hybridity. The dynamics of relationships in the workplace demonstrate the level of trust, cooperation and social bonding in both physical and virtual surroundings. Organizational adaptive capacity is the capacity of the organization to learn, experiment and re-calibrate practices in response to uncertainty. Notably, the model presumes that the dimensions reinforce each

other as opposed to being independent. To illustrate, long term productivity cannot be achieved without the well-being of the employees and inclusive practices can enhance the relational cohesion and collaborative learning. In the same way, adaptive capacity can help organizations to revise performance systems and relational practices as the hybrid work changes. Even though these interdependencies are not explicitly formulated as distinct hypotheses they give conceptual richness and inform subsequent empirical elaboration. In general, this model conceptualizes organizational resilience as an emergent, dynamic capability, which is formed due to the interplay of structural, psychological, and relational mechanisms, conditioned by hybrid work. The model offers a global view of resilience in post pandemic organizational situations by incorporating the current methods, which concentrate on individual outcomes alone, and offers a more holistic view of the subject.

Figure 1. Conceptual model of hybrid work/telework and organizational resilience



Source :
Author's own elaboration.

5. RESEARCH HYPOTHESES

Based on the previous theoretical advancements, the offered framework indicates that hybrid working arrangements can affect the organizational resilience by affecting various intermediate organizational dimensions. The hypotheses below are based on the literature on the topic of telework, performance, employee well-being, and organizational resilience.

- **H1 -Hybrid Work and Productivity/Performance**.

According to the previous studies, flexible work arrangements can be helpful in improving performance by providing greater autonomy and the ability to better suit tasks and the work environment (Gajendran and Harrison, 2007; Allen et al., 2015).It is also implied by the empirical data that productivity can also be increased by less commuting time and fewer interruptions at work in a hybrid or remote environment (Bloom et al., 2015).

H1. The organizational productivity and performance are affected positively by the hybrid work arrangements.

- **H2- Hybrid Work and Engagement/Well-Being**.

The theory of self-determination focuses on autonomy as a basic account of human psychological health (Deci and Ryan, 2000). In telework, it has been reported that, under these conditions, work-life balance and commuting stress decrease, which have the potential to increase the level of engagement and mental health (Grant et al., 2013; Allen et al., 2015). These results confirm the hope that hybrid work practices would be beneficial to employee welfare.

H2. Hybrid workplace systems have a beneficial effect on staff engagement, well-being, and mental health.

- **H3- Hybrid Work and Equity/Inclusion.**

Adaptable working arrangements can assist in minimizing structural obstacles linked to gender, caregiving or physical limitations (Chung and van der Lippe, 2020). Hybrid models can reinforce the sense of organizational inclusion by expanding the range of work opportunities and supporting individual needs (Kossek and Lautsch, 2018).

H3. Hybrid employment conditions have a positive impact on the perceived equity and inclusiveness in the organization.

- **H4 - Workplace Relationship and Work Hybrid.**

Despite linking telework to the risk of social isolation, new findings indicate that properly applied digital communication tools can make collaborative networks persistent and even more effective (Wang et al., 2021). Managerial practices and communication structure are most important determinants of the quality of relational dynamics in a hybrid environment.

H4. Hybrid work arrangement has a positive impact on quality of relationship dynamics at the workplace.

- **H5 -Hybrid Work and Organizational Adaptive Capacity.**

More adaptive capabilities and agile processes are usually formed in organizations that incorporate flexible work structures (Duchek, 2020; Hillmann and Guenther, 2021). The structural flexibility can thus be a ground to reinforce the adaptive capacity within the uncertain environment.

H5. Hybrid employment practices have beneficial effects on the adaptive capacity in organizations.

- **H6 -H10 -Organizational Dimensions and Resilience.**

The literature on the issue of organizational resilience highlights the importance of performance stability, employee engagement, inclusive practices, relational cohesion, and adaptive capacity as the key to the capacity of an organization to absorb shocks and continue operations (Lengnick-Hall et al., 2011; Duchek, 2020).

H6. The organizational resilience is positively affected by organizational productivity and performance.

H7. Workplace well-being and employee engagement have a positive impact on organizational resilience.

H8. Equity and inclusion as perceived have a positive impact on resiliency of an organization.

H9. The relationship dynamics that occur in the workplace have a positive impact on organizational resilience.

H10. Organizational resilience is positively affected by the organizational adaptive capacity. The above relationships may be theorized as presented in the conceptual model below.

6. DISCUSSION

6.1 Theoretical implications

This article contributes to the literature, as it puts forward a systemic conceptualization of hybrid work that incorporates a number of theoretical perspectives into a logical framework. The model does not view hybrid work as a binary option to traditional work or remote work, instead it frames it as a multidimensional organizational system and its results are based on underlying mechanisms and alignment. According to the contingency theory, the results emphasize the situational nature of the effectiveness of hybrid work. The resilience of the organization is enhanced when the hybrid forms apply to the nature of work, organizational competencies, and environmental needs (Donaldson, 2021). This observation undermines universalistic prescriptions and helps to think more contextually and nuanced about hybrid work design. The self-determination theory supplements the framework by giving the mechanism through which hybrid work affects engagement and well-being in terms of autonomy, competence, and relatedness (Ryan and Deci, 2020). According to the model, psychological sustainability is not a by-product but an underlying process that helps sustain the resilience. Unless well-being is given thought, hybrid work productivity benefits can be flimsy or temporary. The social capital theory also plays a role, as it emphasises the transformation of the pattern of the interaction, the process of trust-building, and the organization of collaboration by hybrid work (Adler and Kwon, 2022). The model stresses that resilience is not only based on the performance of an individual but also on the ability of the organization to maintain relational cohesion within the distributed environments. The organizational resilience theory combines these mechanisms by conceptualizing resilience as a dynamic ability that is based on learning, coordination, and adaptation (Lengnick-Hall and Beck, 2021). A combination of these views enables the article to go beyond a series of fragmented arguments and place resilience at the center of the unification of constructs that elucidates the long-term organizational consequences of the hybrid work systems.

6.2 Managerial implications

The suggested model has a number of implications to organizational leaders. To begin with, performance management should be rethought with respect to hybrid work. Organizations need to change the past emphasis of control by presence to outcome-driven evaluation systems that are backed by well-defined objectives, clear and open criteria and trusted by both the parties. In the absence of such shifts, hybrid arrangements will bring about a perception of unfairness and inefficiency. Second, it is important to address employee engagement and well-being as a strategic issue of the organization but not as an individual issue. Managers are extremely important in influencing the communication norms, controlling the expectations of availability and promoting psychological safety. The sustenance of hybrid systems with time is hence embedded on supportive leadership practices. Third, hybrid work design should have equity and inclusion built into it. It is recommended that organizations resolve the problem of proximity bias, provide equal access to digital resources, and use inclusive meeting and evaluation procedures. Flexibility in itself is not a guaranty of fairness but organizational interventions need to be deliberate. Lastly, organizational learning and adaptive capacity should be invested in by managers. Experimentation and innovation opportunities are provided by hybrid work, though they have to be backed by feedback and reflection and cross-functional cooperation. When these components are integrated in a concerted rather than being tackled separately, organizational resilience is achieved.

6.3 Societal implications

Hybrid work has wider impacts on society outside of the organization. Communication possibilities such as reduced commuting and spatial flexibility can bring environmental sustainability and decentralization of the region. Hybrid working also has the potential to increase the number of people who are limited by geographical, mobility, or caregiving limitations. Simultaneously, the issue of hybrid work is associated with the problem of digital inequality and unequal access to flexible working opportunities. Some groups of people will not experience the benefits of hybrid work without proper digital infrastructure and capacity building. This dynamics underscores the importance of alignment of efforts between organizations and policy makers to make hybrid work a part of inclusive and sustainable workforce market.

7. LIMITATIONS AND FUTURE RESEARCH

Although this article has contributed, it has a number of limitations that leave future research opportunities. To start with, the study follows a conceptual approach and fails to test the proposed relationships empirically. This methodology allows combining the theoretical parts, but it does not provide the possibility to determine the cause and the strength of the effect. The proposed dimensions should be operationallyized and the model empirically tested in future research based on quantitative or mixed-method designs. Second, the framework presupposes some generalizability between organizational and cultural settings. Practically, the hybrid work arrangements differ greatly in regards to the size of organizations, industry, level of technology, and culture of a country. Further insights into the impact of contextual factors on the results of hybrid work would be achieved through comparative and cross-cultural studies. Third, the model lays more emphasis on the internal organization mechanisms and fails to factor in the external environmental contingencies like regulatory changes, economic shocks or technological disruption. A combination of these aspects would help to understand the organizational resilience in the hybrid setting in a more comprehensive way. Lastly, the hybrid work systems are dynamic and change with time. Longitudinal research designs would also be beneficial in establishing the development of organizational mechanisms and resilience during the stage where hybrid practices grow and stabilize. The research might provide more information about the sustainability of hybrid work setups.

8. CONCLUSION

The concept of hybrid work is one of the most dramatic changes in the modern organizational life that questions the traditional assumptions regarding the nature of work, performance and collaboration. Hybrid work is no longer a temporary solution to crisis, and it is becoming a long-lasting organizational paradigm and has far-reaching organizational and structural consequences, as well as in terms of culture and strategy. The article has formulated an integrative conceptual framework whereby organizational resilience is the key result of hybrid work arrangements. The study redefines hybrid work as a strategic organizational capability instead of a logistical change by defining productivity systems, employee well-being, equity and inclusion, and workplace relationships as well as adaptive capacity as the most important mediating mechanisms. The discussion highlights that resilience does not arise naturally out of the flexibility. Rather, it is a product of the conscious coordination of the organizational processes, which facilitates performance, psychological sustainability, fairness, and learning. By design and the alignment of leadership practices, hybrid work can improve organizational flexibility and sustainability in the long term. With the current developments of hybrid work being a trend in the world, future studies should empirically justify and improve the suggested framework. This kind of work will be fundamental in the development of theoretical knowledge and the provision of evidence-based managerial and policy decisions. Finally, hybrid work is not just flexible but also provides the organizations with the possibility to rethink how they can create resilient, inclusive, and sustainable work systems in the post-pandemic world.

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Appendix A

Theoretical Construct Measurement Items Proposed. The following items may be proposed as operationalization of the constructs included into the conceptual model designed in this article. Based on the previous literature on hybrid work, organizational performance, and resilience, the statements are meant to form a systematic foundation on which the hypothesized relationships will be tested at a later empirical date. They are used as illustrative purposes and will have to undergo severe empirical checks in later quantitative studies.

The answers can be assessed with the help of a five-point Likert scale: 1 (Strongly disagree) and 5 (Strongly agree).

Hybrid Work

- My company gives me an opportunity to work both from home and in the office. The hybrid model offers me enough flexibility in my organization of work. On the one hand, I can personalize my workplace to suit the needs of my work.
- The issue of hybrid work arrangements is well stipulated in my organization.

Organizational Performance and Productivity.

- Hybrid work: I am more productive.
- I realize my professional goals on the hybrid model of work.
- The hybrid model helps in maintaining the performance of the organizations. Desired results are realized in spite of the flexibility of working arrangements.

Participation, Healthiness, and Psychological Well-Being.

- I experience an involvement in my work, although physically distant.
- The hybrid model allows a decent work life balance.
- Hybrid working helps me become less stressed. I believe that I am psychologically supported by the existing organizational environment.

Equity and Inclusion

- The hybrid model offers fair playing grounds to every employee.
- Hybrid work practices consider the needs of individuals.
- I also sense that I am a part of the organizational processes despite where I am working.
- Critical decisions will always be available to every employee regardless of the mode of work.

Dynamics of Relationship at Workplace.

- Communication in the hybrid work environment is still effective.
- Physical distance does not hinder professional relationship.
- Digital applications encourage cooperation between colleagues.
- Team cohesion is not lost due to the hybrid work.

Adaptive Capacity in an Organization.

- My organization does not take long before adjusting to unforeseen changes.
- Disruptions are successfully optimized by adjusting processes.
- The organization gets to learn through difficult experience.
- The decisions made in uncertain situations are agile.

Organizational Resilience

- My organization continues to operate even when it is in a crisis.
- The organization is quick to recover once shaken.
- The organization is stable when it comes to shocks of the outside world.
- The organization is good in predicting risks in the future.