

The Impact of Hybrid Work on Employee Performance and Productivity

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أثر العمل الهجين على أداء الموظفين وإنتاجيتهم

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Abstract:

Hybrid work has become one of the most prominent transformations in the contemporary work environment, combining on-site and remote work in ways that vary depending on the nature of the job and the organization's policies. This study aims to clarify the impact of hybrid work on job performance and analyze its effects on productivity, work quality, job satisfaction, organizational commitment, and employee collaboration and communication. It also aims to identify the most important factors contributing to its successful implementation. The study adopted a descriptive approach and reviewed scientific studies and field experiences published in academic journals and reliable institutional sources.

Evidence indicates that hybrid work arrangements do not necessarily lead to a decrease in job performance. On the contrary, when implemented within a structured management framework, they can maintain or improve performance levels. Several studies have shown that working from home two days a week does not reduce performance evaluations or promotion opportunities; rather, it increases employee satisfaction and reduces employee turnover by approximately one-third. However, studies also indicate that the benefits of flexibility and reduced commuting time may be offset by difficulties in communication, knowledge sharing, collaboration, and innovation. Therefore, the study concluded that the impact of hybrid work arrangements on performance depends heavily on the work system design, the nature of the work, the technological infrastructure, the leadership style, and the clarity of performance evaluation criteria.

Keywords: Hybrid Work, Job Performance, Remote Work, Productivity, Job Satisfaction, Organizational Flexibility.

الملخص

بات العمل الهجين واحدا من أبرز ملامح التحول الذي تشهده بيئات العمل اليوم، فهو يمزج بين الدوام الحضوري والعمل عن بعد بأشكال تتفاوت تبعا لطبيعة كل وظيفة وسياسات كل مؤسسة. وتسعى هذه الدراسة إلى بيان أثر هذا النمط من العمل على الأداء الوظيفي، من خلال تتبع انعكاساته على الإنتاجية وجودة العمل والرضا الوظيفي والالتزام التنظيمي، وكذلك على التعاون والتواصل بين الموظفين، فضلا عن الوقوف على أهم العوامل التي تسهم في نجاح تطبيقه. واعتمدت

الدراسة المنهج الوصفي، عبر استعراض ما توفر من دراسات علمية وتجارب ميدانية منشورة في محلات أكاديمية ومصادر مؤسسية موثوقة.

وتكشف الأدلة المتوفرة أن ترتيبات العمل الهجينة لا تقضي بالضرورة إلى تراجع الأداء الوظيفي، بل على العكس من ذلك، فحين تطبق ضمن إطار إداري منظم فإنها قد تحافظ على مستويات الأداء أو ترتقي بها.

وقد بينت عدة دراسات أن عمل الموظف من منزله يومين في الأسبوع لا يقلل من تقييمات أدائه ولا من فرص ترقيته، بل يزيد من رضاه ويخفض معدل دوراته الوظيفي بما يقارب الثلث. غير أن الدراسات نفسها تشير إلى أن ما تحققه المرونة وتقليل وقت التنقل من فوائد، قد يقابله بعض الصعوبات في التواصل وتبادل المعرفة والتعاون والابتكار ومن هنا خلصت الدراسة إلى أن أثر ترتيبات العمل الهجينة على الأداء يتوقف إلى حد بعيد على تصميم نظام العمل، وطبيعة الوظيفة، والبنية التحتية التكنولوجية، وأسلوب القيادة، ووضوح معايير تقييم الأداء.

الكلمات المفتاحية: العمل الهجين، الأداء الوظيفي، العمل عن بُعد، الإنتاجية، الرضا الوظيفي، المرونة التنظيمية.

Introduction

The work environment has witnessed radical changes in recent years due to technological advancements and the proliferation of digital communication tools. With the spread of the COVID-19 pandemic, these changes intensified significantly, forcing many organizations to adopt remote work systems. Even after the exceptional circumstances related to the pandemic subsided, many organizations did not fully revert to the traditional system but rather adopted a hybrid model combining in-person attendance with remote work.

Hybrid work relies on providing employees with flexibility in terms of location, allowing them to perform some tasks from the company headquarters and others from home or other locations. Studies by the Organization for Economic Co-operation and Development (OECD) indicate that combining on-site and remote work balances the advantages of reduced commuting and increased individual focus on the one hand, and the need for continuous communication and knowledge exchange on the other. Their surveys suggest that employees and managers consider working two to three days a week remotely to be the most suitable arrangement for many jobs that offer this flexibility [5].

The spread of this model has sparked discussions about its impact on job performance. On the one hand, proponents believe that hybrid work enhances flexibility, autonomy, and job satisfaction, while also reducing commuting time. On the other hand, critics fear decreased direct supervision, weakened communication, a reduced sense of belonging to the organization, and difficulties in innovation and teamwork. Therefore, this study attempted to examine the impact of hybrid work on job performance, drawing on previous research.

Secondly: The Research Problem

The research problem lies in the lack of complete agreement among organizations, managers, and employees regarding the impact of hybrid work on job performance. Its proper implementation may lead to increased flexibility, focus, and satisfaction, and a reduced employee turnover rate, while its unstructured implementation may lead to problems in coordination, communication, and knowledge sharing.

Several previous studies in this field have shown that hybrid work, with two days of working from home per week, did not reduce performance or promotion opportunities, while simultaneously increasing job satisfaction and decreasing resignation rates by approximately 33%. Conversely, other research indicates that widespread remote work may lead to more isolated collaborative networks and reduce communication between different work groups.

Therefore, the research problem can be formulated in the following main question: What is the impact of implementing a hybrid work system on the job performance of employees in organizations?

Third: Research Questions

The main research question leads to several sub-questions:

- 1- What is meant by hybrid work, and what are its most important characteristics?
- 2- What is the nature of the relationship between hybrid work and employee productivity?
- 3- What is the impact of hybrid work on performance quality and achievement?
- 4- What is the impact of hybrid work on job satisfaction and organizational commitment?

- 5- How does hybrid work affect communication and collaboration among employees?
 - 6- What is the impact of hybrid work on creativity and innovation?
 - 7- What are the most prominent challenges facing organizations when implementing hybrid work?
 - 8- What organizational, administrative, and technological factors contribute to the success of hybrid work?
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Fourth: Research Objectives

- 1- To identify the impact of hybrid work on job performance.
 - 2- To identify the difficulties that organizations face when using a hybrid work system.
 - 3- To explore some theories that explain how hybrid work affects employee behavior and job performance.
 - 4- To propose a set of recommendations that help organizations benefit from its advantages and mitigate its negative effects.
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Fifth: Importance of the Study

Scientific Importance: The topic of hybrid work is relatively new and its scope expanded after the COVID-19 pandemic. Furthermore, the results of studies vary depending on the job, the organization, and the level of remote work.

Practical Importance: This study helps management and decision-makers design hybrid work policies that provide flexibility for employees without compromising organizational performance. It also provides indicators that can be used to evaluate the success of flexible work systems.

Importance for Employees: This study helps employees understand the conditions that enable them to benefit from flexible work while maintaining performance quality, communication, and work-life balance.

Sixth: Methodology

This research employs a descriptive approach, reviewing and analyzing previous scientific literature, experiments, and studies related to hybrid work, remote work, and job performance.

The independent variable is hybrid work, while the dependent variable is job performance.

Seventh: Previous Studies:

1- Bloom, Han & Liang (2024)

This study is among the most relevant to the current research topic. It involved a six-month randomized trial with 1,612 employees at Trip.com. The experimental group worked from home two days a week, while the control group worked from the office five days a week.

The study demonstrated no decline in performance appraisals, promotions, or productivity indicators for software engineers. Job satisfaction increased, and the turnover rate decreased by approximately one-third. Furthermore, managers' perceptions of the impact of hybrid work on productivity shifted from a negative expectation before the trial to a more positive assessment afterward.

2- Ahmed's study (2022) in Egypt, titled "The Impact of Remote Work on Employee Productivity: A Field Study Applied to Employees at the Faculty of Commerce, Mansoura University," aimed to identify the dimensions of remote work and employee productivity at the Faculty of Commerce, Mansoura University, and to determine the importance of these dimensions and their role in building appropriate levels that contribute to enhancing human resource productivity. The study concluded that the sample's evaluation of the dimensions of remote work and employee productivity was positive. The results also indicated a statistically significant effect between the dimensions of remote work, both collectively and individually, and the dimensions of administrative employee productivity at the Faculty of Commerce, Mansoura University.

3- Yang et al.'s study (2022) clarified the impact of the shift to remote work on 61,182 Microsoft employees. It showed that collaboration networks became more isolated, with a decrease in synchronous

communication and an increase in asynchronous communication, which may hinder the flow of information between work groups.

4- Al-Khatib's study (2021) in Jordan, entitled: The impact of implementing remote work on employee productivity in the engineering sector (engineering consulting and design) during the COVID-19 pandemic. The study aimed to measure the impact of implementing remote work on employee productivity in the engineering sector (engineering consulting and design) during the COVID-19 pandemic. The study concluded that there was a high degree of agreement regarding the implementation of remote work policy areas (information technology infrastructure, psychological and social balance, and flexible working hours) in the engineering sector, as well as a high degree of agreement regarding the (change/increase) in the level of employee productivity. The results indicated a strong positive relationship between the areas of implementing remote work and employee productivity.

5. Hussein's 2020 study in Egypt, titled "Factors Affecting the Scientific Productivity of Academics: Faculty Members at Cairo and Alexandria Universities as a Model," aimed to highlight the most important factors affecting the scientific productivity of faculty members at Cairo and Alexandria Universities. The study concluded that numerous factors influence faculty productivity, ranging from personal and administrative to financial and societal. The nature of these factors also varied according to gender, age, and academic specialization.

6. Kazekami's 2020 study in Japan, titled "Reasons for the Impact of Remote Work on Work Productivity." The study aimed to identify the reasons for the impact of remote work on work productivity. It concluded that the more suitable the working hours, the higher the work productivity, while excessively long working hours decrease it. The study also demonstrated the positive effect of remote work in increasing employee job satisfaction, which in turn boosts productivity. Furthermore, it indicated that remote work is more efficient in improving productivity when employees do not spend excessive time commuting to work.

7- A study by Monteiro et al. (2019) in Portugal, titled "The Impact of Remote Work on Improving or Impairing Company Productivity," aimed to reveal the extent to which remote work improves or weakens company productivity. Financial data was collected from several companies between 2016 and 2018. The study concluded that policies allowing employees to work from home have a negative impact on company productivity, and that research and development activities are weak during periods of remote work.

8- A study by Ahmed et al. (2018) in Sudan entitled: Identifying the factors affecting labor productivity and evaluating their impact on the cost and time of construction projects in Sudan, with application to Khartoum State. The study focused on the concept of productivity in construction projects, in terms of its importance and methods of measurement, as well as some factors affecting labor productivity and the impact of these factors on the cost and time of construction projects. Due to the prominent importance of productivity in social, economic, and cultural aspects, the study concluded that there is a relationship between the productivity of workers in the construction industry and the factors that affect it, such as: the availability of financial liquidity for the employer, the understanding of each worker's responsibility in the production process, mutual trust, understanding, and respect among the workforce, and the worker's ability to use advanced machinery, among others. It also indicated that the economic system is the strongest system affecting labor productivity in the construction industry, followed by the administrative system and the system of legislation and laws. It was also found that the availability of financial liquidity for the employer, the existence of financial incentives, and the understanding of each worker's responsibility in the production process are the strongest factors affecting the cost and time of the project.

9. Ali's 2018 study in Sudan, titled "A Study of Factors Affecting Site Productivity in Construction Projects in Khartoum State," aimed to examine the factors influencing human site productivity in Khartoum State. The study focused on the concept of productivity, its importance, and methods of measurement, as well as the most significant factors affecting it. The results showed that the most important factors affecting site productivity are related to construction site workers, such as material and moral incentives, the use of modern technologies, and the lack of employee training and quality management systems.

10. Abu Khatallah's 2016 study in Palestine, titled "Factors Affecting the Productivity of Deans of Faculties of Education from the Perspective of Faculty Members and its Relationship to the University's Competitive Advantage." This study aimed to identify the degree to which faculty members in Palestinian university colleges of education value the factors affecting the productivity of their deans and the relationship between this value and their perception of the prevailing competitive advantage. The study found that the overall value placed on the factors affecting the productivity of college deans of education, from the faculty members'

perspective, was high. Continuous improvement ranked first, followed by job satisfaction, then incentives and promotions, and finally, staff training and development.

11- A study by Al-Aghbari and Sultan (2015) in Yemen entitled: The Most Important Factors Affecting Productivity During the Implementation of Construction Projects in Yemen. This study aimed to identify the most important factors affecting productivity in construction projects in Yemen. It concluded that worker experience and skill are the most influential human factors, material availability on-site is the most influential administrative factor, work stoppages due to design or specification changes are the most influential technical factor, and material availability in the market is the most influential external factor. The results also showed that, considering the impact of all these factors, technical factors have the greatest influence on productivity, followed by external factors. The study's findings help highlight the most influential factors on productivity, enabling decision-makers to focus on those with strong impacts while also considering those with weaker impacts. This contributes to increased productivity and a reduction in the number of delayed or stalled projects in Yemen.

12- A study by Ajala (2012) in Nigeria, titled: The Impact of the Workplace Environment on Worker Well-being, Performance, and Productivity. The study aimed to identify the extent to which the work environment affects the well-being and productivity of workers in government institutions in Ondo State. The study concluded that a poor and unsafe work environment leads to significant losses for workers, their families, and the national economy. A favorable work environment that helps work to be performed automatically improves productivity. A good communication network in the workplace also has an impact on the well-being, health, morale, efficiency, and productivity of the worker.

Theoretical Framework

First: Hybrid Work

1- The Concept of Hybrid Work

Hybrid work is an organizational system that combines on-site work with remote work, so that employees are not permanently tied to a single workplace.

There is no single hybrid work model that suits all organizations. Some organizations may specify certain days for on-site attendance, while others allow employees the freedom to choose their days, and still others may differentiate between jobs according to business needs.

Thus, hybrid work represents an attempt to combine the advantages of traditional work with the advantages of remote work. [19].

2- Advantages of Hybrid Work

Argues that hybrid work has several advantages, the most important of which are: [16]

- **Greater Flexibility:** Hybrid work is closely linked to the relationship of trust between the company and the employee. In this case, employees have greater ability to make decisions and organize their daily work, compared to traditional systems, as they can choose their remote work hours and their office hours. As a result, hybrid work allows for a better work-life balance compared to traditional face-to-face work.
- **A more positive work environment:** Hybrid work models prioritize improving the user experience, offering a system tailored to employees' individual needs and commitments. Those working solely remotely often miss out on social interaction with the rest of the team.
- **Increased productivity:** Employees in hybrid work environments are more motivated, resulting in better work performance. Daily commutes are also optimized, positively impacting actual working hours.
- **More innovative businesses:** Organizations adopting hybrid systems have no choice but to continuously update their digital resources. Consequently, they are often better prepared to face future technological challenges than those relying solely on in-person work.
- **Reduced business costs:** Unlike the in-person work model, hybrid work allows companies to reduce certain costs, such as those related to workplace expenses like rent or utility bills.

3- Disadvantages of Hybrid Work [15] explains that hybrid work has several disadvantages, including:

- Requires significant investment: Compared to the traditional face-to-face model, the hybrid format necessitates a substantial investment in the use of various digital tools and devices.
- Hybrid work hinders teamwork: To improve this aspect, companies should allocate time and resources to monitor employees' remote activities in real time.
- The need to master modern technologies: It is essential that employees master digital tools to succeed in their roles. To achieve this, the company will have to continuously invest in training. This should be common to all work models: on-site work, remote work, and hybrid work.

4- Difficulties in Using the Hybrid Work System

- Despite the significant benefits of using the hybrid work system, some organizations face difficulties in utilizing this system, as will be explained below: - A feeling of unfairness in the workplace: Some employees develop a sense of resentment because they bear the burden of emergency tasks at the workplace, unlike their colleagues working remotely under the hybrid system[11].
- Work-life overlap: Excessive flexibility can become an added burden on employees, increasing mental stress and work pressure to the point where the gap between work and rest disappears. [8].
- Difficulty with real-time coordination and communication: Decision-making speed is slower in mixed tasks due to varying employee attendance times, requiring significant effort in managing communications. [12].
- Security and technical obstacles: Data and information security and protection become more vulnerable when the work network is breached by external devices, and there are also variations in the effectiveness of the infrastructure among employees. [13].
- Social decline and weakened communication and belonging: Frequent absence from face-to-face interaction weakens social bonds among colleagues, leading to a decline in team spirit and a unified organizational culture in the long run. [10] Feeling marginalized at work: A sense of unfairness in promotions or incentives, such as financial rewards, between employees who work remotely for extended periods and those who are physically present at the workplace. [9].
- Capabilities, equipment, and the digital divide: The speed of internet access and the varying quality of technology in homes compared to offices lead to discrepancies in measuring productivity and performance among employees. [18].
- Problems transferring knowledge and information to new employees: The lack of close and direct observation by highly experienced employees hinders knowledge transfer to new employees, makes it difficult for them to understand organizational culture and policies, and hinders their ability to receive implicit training. [21].
- Weak monitoring of performance and outputs: Some traditional leaders find it difficult to evaluate employees based on their work performance, output, or hours spent at their workplace. [8][20] identifies the following difficulties in implementing hybrid work:
- Overlapping time boundaries between work and personal time.
- Eye strain, fatigue, and digital exhaustion.
- Frequent and exhausting virtual meetings and asynchronous communications, which reduce actual productivity within the allotted time.
- Bias in evaluations and promotions, where some managers tend to evaluate and promote employees who are physically present at work more favorably than those working remotely.
- Weak social interaction among employees, which reduces organizational and institutional loyalty and weakens teamwork.

5- Some Theories Explaining the Mechanism of Hybrid Work's Impact on Employee Performance:

To understand the relationship between hybrid work and its impact on employee performance, we must examine some administrative and behavioral theories in this field, as follows:

- Job Adaptation Theory: An organization that can quickly modify its organizational structure and operational policies to accommodate hybrid work will achieve significantly higher levels of productivity, performance, and stability than an organization that resists this change. [4].

- Goal Setting Theory: This theory posits that an employee's productivity is determined by the clarity of their assigned goals and the continuous feedback they receive, independent of direct supervision. This underscores that hybrid work requires a complete shift towards management by objectives. [14].
- Job Requirements and Resources Theory: When an employee is given the freedom to choose their work location and time, this is considered a crucial job requirement and resource that enables them to cope with pressures and increases their personal motivation to improve performance and productivity. [2] Social Exchange Theory: When an organization offers flexible and seamless work mechanisms that support employees, the employee appreciates this, motivating them to exert greater effort to increase productivity and job commitment. [6].
- Empowering Leadership Theory: A leadership and management style that fosters trust and undermines authority strengthens employee efficiency in hybrid work systems. Constant monitoring, especially of attendance, leads to decreased morale and reduced employee performance. This indicates that the success of hybrid work depends not only on technology but also on empowering leadership and management. [3].
- Situational and Distributive Justice Theory: Giving employees trust and freedom to choose a smooth and flexible work arrangement strengthens their sense of organizational fairness, which motivates them to be more committed to their jobs and to intensify their efforts to reward the organization for this trust. (Mercer & Brown, 2000, p. 302) - Cognitive Resources and Productivity Dispersion Theory: This theory asserts that the home and its work environment protect employees from the distractions that occur in routine office settings when performing tasks. This stability allows employees to complete work that requires thought and time [15].

Adjusting and modifying objectives as circumstances change.

- Evaluation: Comparing actual performance to targets based on multiple sources and documented evidence, while avoiding end-of-year surprises.
- Feedback and Development: Discussing strengths and gaps, and agreeing on a responsible development action plan and review schedule.
- Linking to Decisions: Using results judiciously for promotion, rewards, and succession planning, while ensuring consistency across units.

Third: The Impact of Hybrid Work on Job Performance

1- The Impact of Hybrid Work on Productivity

Studies indicate that the relationship between workplace location and productivity is not simple or uniform across all jobs.

In an early experiment conducted by Bloom and colleagues with employees at a Ctrip call center, working from home led to a 13% increase in performance. Part of the improvement stemmed from an increase in actual working minutes, while another part was linked to an increase in the number of calls completed per minute. Job satisfaction also increased, and the turnover rate decreased among participating employees.

In a later study by Bloom, more specifically related to hybrid work, a randomized trial of 1,612 Ctrip employees showed that working from home on Wednesdays and Fridays while working from the office on other days did not lead to a decline in performance reviews, promotions, or software engineer output.

These results suggest that the belief that an employee is automatically less productive simply by being outside the office is not supported by evidence in all cases.

This implies that the nature of the job is a key factor; Individual tasks requiring focus can benefit more from remote work, while highly interconnected tasks may require a more regular on-site presence.

2- Reducing Commute Time and its Impact on Performance

One of the most significant potential advantages of hybrid work is reducing the number of commutes to the workplace, saving employees time, effort, and direct costs.

Experiments have shown that employees have cited saving commute time and costs as benefits of working from home, and hybrid work has a greater impact on reducing job turnover among those with long commutes.

This can be reflected in improved performance when some of the time and energy previously spent commuting is used for rest, productivity, or improving work-life balance. [22].

3- The Impact of Hybrid Work on Job Satisfaction

Job satisfaction is one of the most important variables that can explain the positive impact of hybrid work.

When employees feel they have a degree of autonomy and control over their work environment, their job satisfaction may increase. This, in turn, increases job satisfaction and work-life balance among employees in the hybrid work group. [17].

Job satisfaction can indirectly impact performance by increasing commitment and reducing the desire to leave the organization.

4- The Impact of Hybrid Work on Employee Turnover

Employee retention is one of the most significant potential organizational benefits of hybrid work.

The resignation rate among employees in hybrid work groups was lower, with the decrease being particularly noticeable among non-managerial staff, women, and some long-distance commuters.

Reduced employee turnover benefits the organization by preserving accumulated expertise and reducing the need for frequent recruitment, hiring, and training.

Therefore, hybrid work can have a significant economic and organizational impact even in cases where it does not directly increase individual productivity. [1].

5. The Impact of Hybrid Work on Communication and Teamwork

The widespread shift to remote work has led to more isolated collaborative networks, reduced synchronous communication, and increased reliance on asynchronous communication. This can make it more difficult to acquire and disseminate new information across different parts of the organization.

This finding highlights the importance of the in-person element in a hybrid system. Office days can be dedicated to meetings, teamwork, relationship building, and knowledge sharing, while remote work days are used for tasks requiring individual focus. [7].

6. The Impact of Hybrid Work on Creativity and Innovation

Creative activities may require a degree of face-to-face interaction. An experimental study published in Nature found that video communication may impair the generation of creative ideas compared to face-to-face interaction in some tasks. Researchers attributed this to the limited range of visual focus while using a screen.

This finding does not imply that innovation is impossible in a hybrid environment, but rather highlights the importance of choosing the right place for the right task. Brainstorming sessions and relationship-building may be more effective in person, while analytical and individual work can be carried out remotely[1].

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Results and Recommendations

1-Results

1. Through a review of numerous previous studies, field experiments, and accredited institutional sources, the study arrived at a set of key findings, which can be summarized as follows:

2. There is no scientific evidence to support the assumption that hybrid work automatically leads to a decrease in job performance. In fact, a recent randomized trial found that working from home two days a week did not negatively affect performance or promotions.
3. Hybrid work can increase job satisfaction and reduce employee turnover, organizational effects that may improve performance in the long term.
4. The nature of the job is a key factor in determining the results. Jobs that rely on focus and independent work are more suitable for spatial flexibility than jobs that require constant collaboration.
5. Excessive remote work may weaken communication between organizational units and reduce opportunities for knowledge sharing.
6. The success of hybrid work does not depend solely on the number of days worked from home, but is also affected by leadership quality, clear objectives, technological infrastructure, trust, and communication methods. 6. Measuring performance based on results and outputs is more suitable for a hybrid work environment than relying on physical presence and the number of hours spent in the office.
7. Evidence suggests that a hybrid model combining in-person and remote work days can achieve a balance between individual work and organizational collaboration, but the optimal ratio varies depending on the nature of the organization and the job.

2. Recommendations

1. The study recommends that organizations implement hybrid work according to the nature of the job, rather than imposing a uniform policy on all jobs. It also recommends establishing clear and measurable performance indicators and linking evaluation to results and the quality of achievement, rather than solely to attendance.
 2. Coordinating attendance days among team members is recommended to benefit from meetings and direct communication. Tasks requiring individual focus should be allocated to remote work days whenever possible.
 3. Investing in digital infrastructure, information security, and e-collaboration tools is essential. Managers should be trained in leading hybrid teams, managing performance, and fostering trust and remote communication.
 4. Furthermore, fairness between office and remote employees in promotion, training, and decision-making opportunities should be ensured. Regular surveys should be conducted to measure satisfaction, productivity, communication, and burnout. 5. Organizations should experiment with different hybrid work models and measure their actual results before adopting a permanent policy, as evidence shows that the impact varies depending on the characteristics of the jobs and the employees.
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Conclusion

Hybrid work has become a major model for organizing work in the digital age, and is no longer just a temporary response to the circumstances surrounding the COVID-19 pandemic. Analysis of the scientific evidence shows that its impact on job performance is more complex than being considered simply positive or negative.

Hybrid work can maintain or even improve productivity in some circumstances, and it can also increase employee satisfaction, enhance retention, and provide greater flexibility. Conversely, a poorly designed hybrid work model can lead to problems in communication, collaboration, knowledge transfer, and organizational belonging.

Therefore, the success of hybrid work depends on an organization's ability to balance flexibility and autonomy on the one hand, and communication, coordination, and belonging on the other. It also requires a shift from a management culture based on attendance monitoring to one based on trust, accountability, and results measurement.

Thus, when implemented appropriately for the nature of the jobs and within a suitable organizational and technological framework, hybrid work presents an opportunity to improve the employee experience, maintain job performance, and enhance an organization's ability to attract and retain talent.

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