

INVESTIGATING POSITIVE CONNECTIONS BETWEEN PSYCHOLOGICAL HEALTH AND WORK-LIFE BALANCE AS WELL AS EMPLOYEE ENGAGEMENT IN HYBRID WORKING SYSTEMS.

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Abstract

Hybrid employment has changed the performance of the modern workers with both advantages as well as disadvantages of sustaining employee engagement. This essay will look into the effect of a mixed workplace on employee engagement focusing on the mediating effects of psychological wellbeing and work-life balance. The research rests on the Job Demands Resources (JD-R) paradigm and the Social Exchange Theory that are premised on the notion that job flexibility and autonomy may have a positive impact on employee engagement. Nevertheless, hybrid employment also has dangers like a lack of social interactions and working-life boundaries. Through a quantitative analysis, data on employees in various organizational settings and are employed in a hybrid work place were collected. The relationships between the constructs as well as the mediation effects are objectively ascertained using structural equation modeling (SEM). The results would prove that work-life balance and psychological well-being mediate successively between the hybrid work models and employee engagement that is essential in generating remarkable work outcomes. The research can be discussed as a contribution to the existing literature on the topic of hybrid work as it is one model that can be used, to establish a connection between a practice in organizations and the level of psychological conditions and employee engagement rates. Moreover, business leaders and human resource managers should take into account how operational such a hybrid work practice is, one that gradually enhances worker engagement and well-being. The paper moves the subject of strategic human resource management and future of work forward since it is concerned with one of the modern and evolving work organizations.

Keywords: JD-R Model, Psychological Well-Being, Employee Engagement, and Hybrid Work Model.

1. Introduction

Due to organizational tactics and the rapid advancement of technology, working dynamics have altered dramatically in recent years. The unique aspect of the new work model, which seems to be one of the most promising in the contemporary workplace, is a new hybrid approach to work where employees spend some time at an office and some time at home. Today's workers have more freedom and flexibility in their work schedules, but this has also raised demands for communication,

teamwork, and work-life balance. As businesses use hybrid arrangements as a long-term strategy, the effect on worker performance has grown.

Because of hybrid employment, employee engagement—a crucial component in determining an organization's profitability, productivity, and staff retention—has drawn more attention. High degrees of dedication, discretionary effort, and psychological attachment to their organizations are associated with intense interaction. However, a complex interplay of conditions can either help or impede participation in hybrid work situations. On the one hand, because it is less rigorous and requires less time to get to work, it can improve both personal and professional well-being. On the other hand, less in-person interactions, Agile burnout, and a loss of work-life boundaries may negatively impact employees' emotional and cognitive attachment to the company.

In this instance, work-life balance and mental health emerge as important ways through which hybrid working may affect employees' engagement. Work-life balance is useful in assessing a person's capacity to balance work and family obligations, especially in hybrid systems where work and family life are less clearly defined. Similarly, how people view and respond to their professions is greatly influenced by psychological elements such as stress, mood swings, and general mental health. The Job Demands-Resources (JD-R) paradigm views hybrid work as a resource (higher levels of autonomy and flexibility) and a demand (more job instability and isolation) that may affect engagement and well-being. According to the Social Exchange Theory, businesses that offer their employees more advantageous hybrid working techniques will also be more likely to increase employee involvement.

Despite the abundance of literature on flexible and remote work, there is relatively little and uneven study on the subject that focuses on the workplace and how workers interact with the working conditions offered by work-hybrid structures. The majority of current research has either focused on remote work or the effects of involvement without adequately examining the psychological processes involved. In particular, there is a dearth of consistent scientific evidence regarding how psychological health and work-life balance impact the connection between employee engagement and hybrid work. Furthermore, the research that is now available is frequently one-dimensional and misses the complex and interconnected ways that people's attitudes and behaviors are impacted by hybrid employment.

1.1 Research Gap

Most of the literature currently being published focuses either on remote work, or flexible work, without considering the new and emerging form of employment, called hybrid work, despite the increased focus in research on the hybrid work model. Employee contact is generally neglected in terms of superficial development in preference of the complexity of hybrid workplaces, which are a combination of real and virtual workspace. This has resulted in a lack of understanding about how hybrid work arrangements affect employee engagement methods in contemporary business.

Moreover, an apparent gap of empirical studies that explore the psychological underpinnings of employee engagement and hybrid work exists. Specifically, there is very little information regarding the mediating functions of work-life balance and a psychological well-being in the same paradigm. The present study will fill this gap by offering an in-depth understanding of the said characteristics and assessing their impact on employee engagement in the hybrid work setup.

1.2 Objectives

1. To determine the effects of the hybrid approach to work on employee engagement.
2. To determine the impact of hybrid work arrangements towards the work-life balance of employees.
3. To investigate how hybrid work environments can impact the mental health of employees.
4. To comprehend the connection between work-life balance and employee engagement.
5. To explore the relationship between engagement and psychological well-being of employees.
6. To investigate the ways in which psychological well-being and work-life balance impact employee engagement and hybrid work models.

2. Literature Review

1. The reason is that, according to the Psychological Standards of Personal involvement and Disengagement at Work, published by Kahn in 1990, to determine the degree of involvement of an employee three criteria have to be met; namely: availability, safety and meaningfulness. Once these are satisfied, the employees start to demonstrate commitment by committing their mental, emotional and physical energies. Favorable working environments minimize the disengagement factors and enhance engagement.
2. Measuring Engagement and Burnout: To gauge the level of engagement and burnout, Schaufeli et al. (2002) gave a validated scale which could be used in all types of jobs and defined engagement as a positive and satisfying characteristic of work. The study suggested that engagement is characterized by energetic, committed and absorbed, which distinguishes it with burnout.
3. Bakker and Demerouti (2007) in their book *The Job Demands Resources Model: State of the Art*, came to the conclusion that job resources have been of great assistance in enhancing employee engagement and reducing job stress. They also noted that organizational support, autonomy, and feedback are motivating aspects and that high job expectations (as opposed to limited resources) may lead to burnout.
4. According to the 2013 article by Allen et al., *Work Family Conflict and Flexible Work Arrangements*, flexible work arrangements enhance the work-family balance and decrease role conflicts. Nonetheless, it also adds that organizational support is also critical to overall well-being, employee happiness, and work-family integration.
5. *Good, the Bad, and the Unknown about Telecommuting* is an article authored by Gajendran and Harrison in 2007, which says that telecommuting enhances job satisfaction and perceived autonomy. They also discovered that the moderate sense of telecommuting could lead to better results, as opposed to extreme telecommuting, and social isolation might be a flaw.
6. Wang et al., *Effective Remote Working*, 2021 It was also found during COVID-19 that among the essential components of remote work performance are social support, job design, and self-discipline. Another important finding because of these findings is the importance of role expectations and its positive contribution towards flexibility of the employees within a virtual workplace as an organizational support.
7. *The Working from Home in the COVID-19 Pandemic*, Oakman et al., 2020 found that the negative effect on the health of those who work either at home or at their home offices is due to poor ergonomic or psychosocial environments; that improperly-designed home

offices may further contribute to the increase in stressors and that employers had to structure a program that was designed to support the health of remote workers.

8. Grant et al. (2019) conducted a study of the Hidden Advantages of Quiet Work and discovered that the ability to make decisions regarding the working environment autonomously positively affects performance and introduces the possibility that less noisy workplaces may lead to an increased thought process in the workplace. They also found that within a more flexible work environment the absence of distractions can also contribute to creating a state of concentration and productivity.
9. The 2022 research on Global Human Capital Trends provided by Deloitte confirms that even though a hybrid model of work improves the experiences of employees, it also indicates that employee well-being is becoming increasingly significant in hybrid working environments and suggests the need to employ effective leadership and digital enablement infrastructure.
10. Eurofound, 2021, Living, Working and COVID-19, discovered that hybrid work impacts positively and negatively on the work life- balance depending upon family situation and the type of job. It also revealed that more favourable workers have more significant integration into worklife though gave inequalities based on demographics.

3. Hypotheses Development

H 1: Hybrid work models do not have a negligible effect on employee engagement.

Adaptable and autonomous work schedules will also enhance dedication and engagement among employees.

H2: Hybrid employment design has a lot of significance on balance between work and life.

Working online and in the office provides an opportunity to achieve a more effective balance between work and personal life.

H3: Hybrid work models are very significant concerning mental health.

Favorable hybrid working conditions will probably boost the mental health of workers, and decrease stress.

H4: Employee engagement is significantly influenced by work/life balance.

Highly-balanced employees are more engaged and productive.

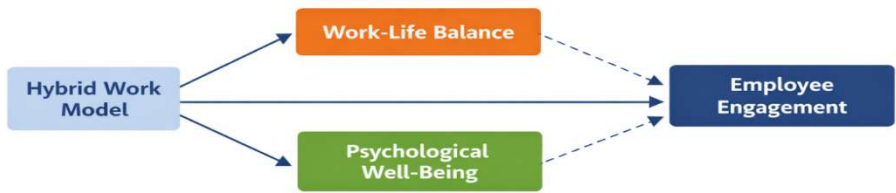
H5: Psychological health is essential in regard to employee engagement.

From the employees are healthy mental individuals, they are more enthusiastic, dedicated and engaged at the workplace.

H 6: Employee psychological well-being and work engagement are mediated through work engagement and hybrid work arrangements.

These factors are what justify the indirect relationship between mixed work and the occurrence of increased levels of engagement.

4. CONCEPTUAL FRAMEWORK



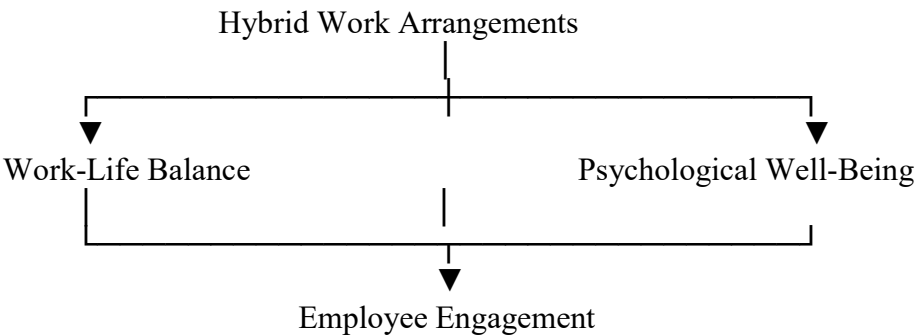
The study conceptual framework illustrates the interaction of employee engagement and hybrid work forms and how the psychological well-being and work-life-balance are the primary mediators. Since the flexible schedules and independence of hybrid work environments allow conducting their allocations, employees can be less complicated to juggle between their private and professional lives. This balance will enhance the psychological growth of people as emotional stability and reduction of stress will be encouraged. Work-life balance and psychological health, in turn, are essential elements that would facilitate the involvement of employees. Moreover, the hypothesis provides the direct relationship between employee engagement and the model of working hybridly, which means that flexible work arrangements have the potential to change employee attitudes independently. It is basically a logical position, as it is founded on the idea that hybrid employment can enhance the life of the workers, their well-being, and balance.

5. METHODOLOGY

5.1 Research Design

The quantitative research method will be employed in the current study to assess the nature of the relationship between the work-life balance, psychological well-being, employee engagement, and hybrid work arrangements. This cross-sectional design will be used since it addresses workers in a hybrid situation at one point in time. The architecture allowed considering structural equation modeling (SEM) to ascertain place proposed correlations and mediation impacts.

Proposed SEM Model



5.2 Sampling

The target population of this study will be the employees that work in different companies through hybrid working arrangements. Purposive sampling will be employed to identify respondents that possess direct experiences of both of the reference situations, i.e. remote and on site work experiences. The employees that work mostly in IT and service sectors, where hybrid working is widely used, are surveyed. To come up with analysis involving 203 valid replies will be used as the final analysis as it is equally enough to get a proper sample of SEM analysis.

5.3 Measures

A methodical questionnaire with reliable, standardized scores is used to gather the data. Engagement among employees is demonstrated through enthusiasm, zeal and engagement. Work life balance is gauged by the capability of the employee to balance work with the family life. The level of stress rates, emotional stability and mental well-being were employed to gauge psychological well-being levels. Each item will be scored on a five-point Likert scale, where 1 is strongly disagree, and 5 is strongly agree. Validity, reliability and clarity are ensured by assessing the instrument at the outset.

5.4 Reliability and Validity

Validity and reliability tests were carried out to ascertain the measurement instrument's accuracy and consistency. The measure of reliability was checked by Cronbach alpha and all the construct values were more than the advised cutoff of 0.70 indicating the existence of an adequate measure of internal consistency. The work-life balance, psychological well-being, employee engagement, and hybrid work model had a Cronbach alpha of 0.86, 0.88, 0.89, and 0.84, respectively. These findings validate the claim that the items in the study are valid and can be further analysed.

Composite Convergent validity that evaluated validity and Extracted Average Variance were analyzed using reliability. A signal of the structures was common to more than half of the structures since all of the AVE values exceeded the 0.50 cutoff mark. Good build reliability is also indicated by composite dependability scores higher than 0.70. Such findings imply that the measurement model has a high convergent validity. All in all, the results indicate the acceptable level of validity and reliability of the instrument employed in this study to assess the association of the psychological state of well-being, work life balance, employee engagement and hybrid work models.

5.5 Measurement of Variables

Variable	Source	No. of Items	Sample Item
Hybrid Work Model (HWM)	Adapted from Gajendran & Harrison (2007)	5	"My work schedule allows flexibility between remote and office work."
Employee Engagement (EE)	Adapted from Schaufeli et al. (2002)	9	"I feel enthusiastic about my job."
Work-Life Balance (WLB)	Adapted from Allen et al. (2013)	6	"I am able to keep a good work-life balance."
Psychological Well-Being (PWB)	Adapted from Ryff (1989)	6	"I feel mentally and emotionally stable in my daily life."

It was in a five point Likert scale which strongly agree was at the first level and strongly disagree at the last. Their conceptual relevance was maintained as the elements have been brought up to date and adapted to the face-to-face hybrid work environment.

6. DATA ANALYSIS

Table 1: Distribution of Gender

Gender	Frequency	Percentage (%)
Male	118	58.10%
Female	85	41.90%
Total	203	100%

Interpretation:

As per table, most of the respondents are men, constituting 58.1 percent of the overall number of respondents, but with the percentage of 41.9. This illustrates how gender representation in the study is fairly equal. The work experience on hybrid work diversity of reaction is created by the two male and two female employees. The higher proportion of male responders may be due to sectoral representation in the field specifically in the field of IT and service sector. However, there isn't much of a skew in this difference, and some insightful comparisons could be drawn. On the whole, the sample gives a valid starting point in the research on engagement of employees in terms of gender groups.

Table 2: Distribution of Age Groups.

Age Group	Frequency	Percentage (%)
20–30	92	45.30%
31–40	71	35.00%
41–50	28	13.80%
Above 50	12	5.90%
Total	203	100%

Interpretation:

Most responders (45.3) are aged 20-30, meaning that the sample group comprises young workers. Memoirs aged 31 to 40 (comprising more than 35 percentage of respondents) follow. The fact that the number of employees of above 40 is low indicates that there is a likelihood of the younger professionals to embrace the mixed working. Newer employees can be usually more flexible when it comes to work at home and online. The current labor trends in a given organization especially in the tech field are made known by the distribution. Consequently, the research sample is suitable in studying the participation in hybrid work environments.

Table 3: Work Experience

Experience	Frequency	Percentage (%)
< 2 Years	54	26.60%
2–5 Years	83	40.90%
6–10 Years	42	20.70%
> 10 Years	24	11.80%
Total	203	100%

Interpretation:

One of the largest percentages of employees (40.9) has two to five years of work experience, according to the Project's data. Given the number of employees with fewer than two, there is a decent chance of finding a big number of young specialists. There are 26.6 years of experience. The middle-aged workers (610 years old) constitute 20.7% and the number of the elderly workers is less. The data shows that employees in some of the categories, including those who are just beginning their career or those who are half way through their career, would tend to have mixed work arrangements. The findings are valid because of the variety of experiences. Additionally, it makes it easier to comprehend participation in the various career stages.

Table 4: Correlation Matrix

Variables	HWM	WLB	PWB	EE
HWM	1			
WLB	0.52**	1		
PWB	0.48**	0.55**	1	
EE	0.46**	0.60**	0.63**	1

Interpretation:

As the correlation matrix indicates, all variables are positively and significantly correlated with a value of 0.01. There are some positive correlations between hybrid work and work-life balance (0.52) and psychological well-being (0.48). Additionally, there is a substantial correlation between psychological health and work-life balance and employee engagement. The strongest association (0.63) is seen between psychological well-being and employee engagement. This means that the relationship between mental health and the level of work-related preoccupation of an employee is positive. These findings, plus an additional regression and SEM analysis of these variables provides support the notion that these variables relate to one another.

Table 5: Results of Multiple Regression

Variable	Beta (β)	t-value	Significance
WLB	0.34	5.21	0
PWB	0.41	6.18	0
HWM	0.22	3.45	0.001
R² = 0.58			

Interpretation:

The variation of employee engagement explicable by the model stands at 58 percent (regression analysis) which is deemed to be high. Psychological well-being is the most predictive of employee engagement with a beta value showing 0.41. With a beta value of 0.34, work-life balance has a strong positive impact as well. The moderate but significant influence in the engagement applies to hybrid work methods. At the 0.01 level, all the variables seem to have an important effect. The findings endorse the importance of psychological and structural contributive factors towards engagement. Generally, the model has extensive explanations.

Table 6: Chi-Square Test (Gender vs Engagement)

Engagement Level	Male	Female	Total
Low	28	20	48

Medium	52	38	90
High	38	27	65
Total	118	85	203

Chi-square = 2.31, $p > 0.05$

Interpretation:

These findings bring forward the importance of psychological and structural contributive factors to engage. In general, the model provides a lot of explanations. Gender is also not statistically significant in influencing engagement, which is shown in the p-value of more than 0.05. In regards to low, medium, and high levels of engagement, there are trends that are similar in male and female employees. This means that there are similar engagement opportunities regardless of the gender, particularly where there are combination work environments. The results point to the utilization of hybrid work systems. Therefore, when creating engagement tactics, gender bias can be avoided.

Table 7: Two-Way ANOVA

Source	F-value	Significance
Age	3.12	0.028
Experience	4.45	0.005
Interaction	1.89	0.112

Interpretation:

The ANOVA results show that both age and work experience have a statistically significant effect on employee engagement. The significance value of age (0.028) and that of experience (0.005) are less than 0.05. This implies there are several ways in which the engagement rates of various age groups and different levels of experience vary. Nevertheless, age and experience are not very interactive. It implies that their general impact merely has an independent impact on engagement. The results indicate the value of demographic factors in affecting employee engagement. The experience and age may force the organizations to adopt practiced tactics.

Table 8: Structural Equation Modeling

Path	Coefficient	t-value	Result
HWM → WLB	0.52	7.12	Supported
HWM → PWB	0.48	6.85	Supported
WLB → EE	0.36	5.44	Supported
PWB → EE	0.42	6.01	Supported
HWM → EE	0.21	3.28	Supported

Model Fit: CFI = 0.93, RMSEA = 0.052

Interpretation:

The results of the SEM corroborate all the supposed relationships in the message as being statistically significant. Hybrid work paradigms have a considerable effect on work-life balance and psychological well-being. The elements greatly enhance employee engagement. Psychological well-being is believed to have been slightly affected as against work-life balance. Involvement in the first place may be very influenced by hybrid work although it is not a major contributor.

According to the model fit indices, the model is a good fit to the data. The mediators are work-life balance and psychological well-being, in general.

7. Findings

The authors claim that hybrid work arrangements affect employee engagement significantly, and that employees are generally positive when flexible work arrangements are adopted. According to the demographic profile, younger and middle-career workers constitute a large portion of the population that practices hybrid working, implying that these groups are more flexible. The involvement of gender is also well spread, and both men and women workers seem to be equally involved, thus enhancing inclusiveness within the hybrid workplaces.

The findings also prove that mixed work is positively related to work-life balance and psychological well-being. Employees who work in hybrid workplaces will be more confident in their personal and professional obligations, and this will increase balance. In the meantime, the adaptability provided by the possibility of working in a hybrid format appears to enhance the mental and emotional well-being of employees, although the extent of the benefit can differ depending on organizational and personal factors.

The alternative conclusion is that psychological well-being and balance of work and life are important factors influencing employee engagement. Successful employees are the ones who are more committed and engaged with their work and life. The company must be psychologically well since those with the more mental concentration would be more enthusiastic, energetic and committed to work.

The findings imply that, in comparison to work-life balance, psychological well-being has a comparatively greater impact on employee engagement. This means that the overall mental and emotional well-being of employees in affecting their degree of engagement will be less significant, although both factors of flexibility and balance are valued. Hence, companies need to emphasize wellness programs and work schedules.

Furthermore, it has been observed that different groups have different levels of employee engagement, which is impacted by demographic variables including age and work experience. Nonetheless, gender does not seem to have a significant role in the extent of participation. This implies that the participation opportunities afforded by mixed work arrangements is relatively fair.

The general findings reveal that the practices of hybrid working have both the direct and indirect impacts on employees participation both in work-life balance and psychology. These are some of the primary ways that employees' attitudes and behaviors are impacted by the new hybrid work arrangements. The essay explains why it is important to develop any flexibilities in hybrid work plans that do not compromise on the welfare and harmony of employees.

8. Discussion

Based on the results of the study, hybrid work type arrangements are important in increasing employee engagement as they give employees flexibility and autonomy at work. This aligns with studies that reveal that one of their advantages that increases the motivation and engagement of employees is the flexibility of their work schedules. The findings also indicate that work life balance

is major element in defining engagement as employees having a balance between their job lives and family lives have higher chances of displaying low rates of dedication and productivity. This complies with earlier studies indicating the reduction of role conflict and the growth of flexibility as a variable influencing a superior work performance and employee satisfaction.

Besides, psychological well being turns out to be an essential element of employee engagement which has a relatively large influence in comparison to work-life balance. Empowered employees who are more mentally and emotionally stable are more motivated, dedicated, and concentration at work. Another implication of the study is that the model of hybrid work indirectly affects its engagement and offers a more in-depth insight into the behavior of employees in modern workplaces as the factor influencing the work-life balance and psychological well-being. Furthermore, there is no gender impact on the degree of engagement, and other variables such as age, work experience also exhibit some differences in the involvement levels. This implies that hybrid workplaces can provide all individuals with a level playing field.

9. CONCLUSION

Since the employees operate in a dynamic, changing environment, the experiment presented today in the study has demonstrated that hybrid work styles can positively, and significantly affect employee engagement. Since a hybrid work arrangement provides flexibility and autonomy, employees can cope with their professional duties, which increases their engagement and commitment levels. However, the results also unequivocally demonstrate that the impact of hybrid working on engagement extends beyond the direct effect since other factors, such psychological comfort and work-life balance, can have a big influence. Further, the statistics prove that the employees with high levels of engagement possess great psychological well-being, as well as positive work-life balance. Mental health is vital to maintaining workforce performance since mental health is a stronger part of these contributing factors. The overall findings of the study prove that the ability of an organization to maintain employee balance and wellbeing is the key factor deciding whether or not the hybrid work approach can be adopted. Over time, a better workforce with enhanced flexibility, adaptability and productivity can be formed by integrating the flexible work policy with well-being programs.

10. MANAGERIAL IMPLICATIONS

In the development and initiation of effective hybrid work practices, this research might offer much to the managers of these organizations and other leaderships within these organizations. First and foremost, companies need to recognize that, with the correct policies and procedures, a hybrid work arrangement can help increase employee engagement. In order to prevent poor engagement and misunderstanding, managers ought to provide enough flexibility without compromising on the clarity on position and communication between workers. Setting up performance parameters and properly planned hybrid work timetables can assist in fostering workplace devotion and performance.

Second, the report emphasizes how important work-life balance is for affecting employee engagement. It is recommended that managers promote measures that help employees balance their personal and professional life, such as work schedules, a balanced workload, and suitable boundary drawing. Virginia Slims can promote employee engagement and build higher levels of satisfaction

in the workplace by encouraging them to switch off workplace after the day and creating a pleasant working atmosphere.

Third, it turns out that one of the most significant predictors of employee engagement is mental health, thus companies should concentrate on mental health initiatives. They promote access to counseling services, care about their well-being program, and promote the kind of atmosphere in which they are welcome to talk about stress and hardships. The frequent check-ins, attentive, and supportive styles of leadership can also build a stronger emotional stability and the motivation of the employees.

Lastly, since the hybrid work policies can also be integrated with well-being and engagement approaches, companies must think holistically. Such practices can also be enhanced through tailoring and adjusting them to experience and age of the employees. Organizational structures can be made more flexible and responsive to the well being of their employees to establish a more viable, engaged and productive work force in the new workplace.

11. LIMITATIONS

In spite of its contribution, there are weaknesses in the study. To begin with, the research design of this study is cross-sectional implying that it will be difficult to determine the causal relationship between the variables. Its results represent a correlation at one point in time, which could not possibly show us the extent to which the engagement to employees has varied, over time. In future studies, longitudinal research designs would be appropriate to gain a better insight into the dynamism of hybrid workplaces.

Second, the findings are on self-reported information obtained by means of surveys which can be prone to social desirability and response biasness. In spite of the attempts to maintain anonymity and ease of understanding, the possibility of bias of answers remains. Also, the sample consists mainly of employees on the service and economics sectors, and it restricts the ability to generalize the results to other businesses.

Finally, the study takes this as a mediator but neglects other possible mediators such as company culture, leadership style and digital weariness which are also potential mediators. Follow-up research based on these factors would be an even more comprehensive view of the problem concerning employee engagement in a hybrid work setting.

12. FUTURE RESEARCH DIRECTIONS.

By taking into account a longitudinal research approach, which would examine how employee engagement changes over time in hybrid workplaces, future research can broaden this study. This would provide a better understanding of how employees' attitudes and behaviors are impacted over time by this hybrid work arrangement. The sample size can also be increased in other geographical regions and different industries so that more research can be aimed at making the findings of the research more relevant.

To create a more complete model of employee engagement in the hybrid workplace, future research will expand the elements, adding as organizational culture, digital weariness, technology assistance, and leadership style. By assessing the moderating role of such variables as age, gender, job

positions, subtle inferences concerning how the different groups react to the hybrid working arrangements can also be received. Also, a comparison between completely remote, hybrid, and traditional work models would give some interesting data regarding the practicality of various work models.

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