

Hybrid Work Arrangements and Employee Digital Performance A Systematic Review and Bibliometric Analysis

Chameera Amarasooriya
chameeraneranjan55@gmail.com

Abstract: The Hybrid Work Arrangement (HWAS) is an integration of both remote work and on-site work methods. Especially after the COVID-19 pandemic, the way of conceptualization and evaluation of employee performance has shifted from traditional methods to digital methods with the emergence of concepts like Employee Digital Performance (EDP). EDP reflects employees' ability to effectively perform tasks via digital platforms, virtual collaboration tools, and technology-mediated processes. The current study addresses: prevailing empirical and conceptual evidence on the relationship between hybrid work arrangements and employee digital performance, examines how hybrid work arrangements influence employee digital performance, and identifies the geographical distribution of research on hybrid work arrangements and employee digital performance. For the methodology of this study, according to Preferred Reporting Items for Systematic reviews and Meta-Analyses (PRISMA), initially, the literature of the articles was reviewed, followed by a Systematic Literature Review (SLR). To meet the research objectives, 104 publications published between 2017 and 2025 were retrieved from the Scopus database, and a bibliometric analysis was conducted. The VOS viewer software is used to visualize the data files. Recent empirical studies reveal that hybrid work generally positively influences employee performance by offering spatial and temporal flexibility and increasing overall job satisfaction. However, the lack of ad-hoc collaborations and delayed communication affects employee performance. By connecting existing literature, this systematic literature review contributes to the emerging body of knowledge on hybrid work arrangements and employee digital performance.

Keywords: *Hybrid Work Arrangements, Employee Digital Performance, Systematic Literature Review*

Introduction

In recent years, the modern workplace has been changing more than ever, and it is creating a fundamental shift due to a rapid increase in technological advancements and changing work paradigms (Narayanan et al., 2026). This shift is characterized by the adoption of hybrid work arrangements, with integration of both remote and in-office work. It creates a more flexible environment for employees to arrange their work environment accordingly (Kristanto & Mansur, 2025). The rise of these flexible arrangements has been strengthened by globalization, changes in workforce expectations, and the speedy development of digital technologies over the last decade (Nandini & Anitha, 2025). The COVID-19 pandemic became a catalyst around the world. It forces organizations to quickly adapt to remote work and demonstrates the feasibility of flexible arrangements on a large scale. With the arrival of the digital economy era, digital technology has fundamentally changed the operation, management, and service processes of enterprises, and employees have gradually evolved into "digital labor", and their work performance has been transformed into digital performance (Wu & Zhen, 2024). As the world begins to move beyond the pandemic, the hybrid work model has become a necessary model for most organizations (Kristanto & Mansur, 2025). This technological integration of remote work and in-office cultures has led to the development of Digital Performance Management (DPM) systems that use real-time analytics and data-driven metrics to track employee productivity in dispersed settings (Narayanan et al., 2026). Martina & Kumar, (2024) identified that employee productivity increased with employee performance. Even though the hybrid work arrangements offer significant support for employees to increase their digital performance by increasing autonomy, reducing commuting stress, it introduces risks like social isolation and communication barriers with poor connectivity (Sari & Wening, 2025). To effectively manage these settings requires robust ICT infrastructure, flexible scheduling, work-life balance, and virtual supervision that aligns employee efforts with the strategic goals of the organization (Usman et al., 2025). Therefore, this study aims to explore current knowledge to understand the relationship between hybrid work arrangements and employee digital performance.

Literature Review

Hybrid Work Arrangements (HWAs)

HWAs have emerged as a versatile work model, and this is primarily defined as operational models that seamlessly integrate remote and in-office work. This offers employees the opportunity to alternate between these environments based on their needs and task requirements (Kristanto & Mansur, 2025). Sari & Wening, (2025) identified that hybrid work systems are a form of flexible working arrangement used as a strategic tool to help workers to balance their professional and personal life demands. Further extending this, Mathebula and Marwa

(2025) argue that HWAs provide employees with the chance to work from remote or flexible locations based on agreements established either individually or collectively within the organization. These new arrangements have been hailed as the "future of work," offering a necessary balance between the freedom of remote settings and the collaboration inherent in in-person interactions (Jaafar & Rahim, 2024). Kuppachi (2023), "this remote work began in the 1970s with the emergence of Telecommuting, a term coined by Jack Nilles while at NASA, with the motive to offset traffic congestion and conserve resources. In the 1980s and 1990s, various federal and private organizations in the US piloted telecommuting programs and started supporting these practices. In the eighties, Olson & Primps (1984) suggested that more than 50% of office work could be conducted from people's homes, and two-thirds of jobs could fit teleworking (Baruch, 2000)." As this supports today's hybrid work arrangement model, hybrid work supports employees to reduce commute times, enjoy a better work-life balance, and work in environments where they are most productive (Kristanto & Mansur, 2025). After the COVID-19 pandemic, organizations have described these work models as mixed models as employees operate both physically and digitally as an operational standard for the same organization (Kuppachi, 2023). This global shift reflects a broader change in workplace settings and the workforce culture, where employee autonomy and results-oriented employee performance have become the primary benchmarks for organizational success (Sari & Wening, 2025).

The flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance can be identified as core dimensions of hybrid work arrangements (Usman et al., 2025).

Flexible Scheduling

Flexible work arrangements allow employees to decide when and where they work. It gives them autonomy over time and space by promoting employees' intrinsic motivation and personal productivity. This allows employees to align their professional duties with their personal productive peaks, such as early morning or late evenings. This leads to higher task focus and output. (Usman et al., 2025).

ICT Infrastructure

ICT infrastructure acts as a bridge between remote and in-office employees. This ensures that communication, collaboration, and productivity remain constant between remote and in-office employees. The digital enable tools like Microsoft Teams, Zoom, Google Workspace, and intranet platforms are considered the backbone of the hybrid work systems (Usman et al., 2025). Kristanto & Mansur, (2025) emphasized that video conferencing platforms, cloud-based file-sharing systems, and collaborative software are no longer optional and are essential to maintain workflow efficiency and keep teams connected regardless of location. As an ICT infrastructure, employee supervision is also very important because when supervisory capacity is weak or inconsistent, it may result in ambiguous role expectations and disengagement (Usman et al., 2025).

Virtual Supervision

With the emergence of the hybrid work model, traditional face-to-face oversight diminished and was replaced by digital monitoring systems and asynchronous feedback loops. Supervisors use performance dashboards, online meetings, and regular status reports to track employee performance (Usman et al., 2025). With virtual supervision, organizations can influence employee digital task performance and digital innovation performance, but sometimes employees feel stress when trying to separate their boundaries between home and office Kuppachi, (2023).

Work-Life Balance

One of the marked benefits of hybrid work arrangements is improved work-life integration. With this work model, employees have higher flexibility to attend to their personal responsibilities without compromising their work productivity. Despite these advantages, the hybrid model can exacerbate workplace inequalities, increase stress, and decrease collaboration (Usman et al., 2025). Further, Kuppachi, (2023) introduces the risk of role blurring, where employees face difficulties when going to separate their work and personal lives, and where employees feel stress due to not clearly separating the boundaries between home and office.

Employee Digital Performance (EDP)

Employee performance refers to the results produced by an individual in fulfilling their task, duties, and responsibilities. And this is evaluated based on the degree to which the tasks are completed aligned with organizational standards and goals. When measuring employee performance, it considers both the quality and the quantity of the work (Usman et al., 2023). In the modern digital economy, traditional employee performance has been redefined as Employee Digital Performance, which refers to the skillful application of digital technologies to achieve job-related goals (Wang et al., 2024). The shift from traditional in-office work to hybrid work methods changed the entire workforce of the organizations, and this shift transformed the workforce into "digital labor" where technological proficiency is no longer considered as a supporting skill, but a core skill required for task

completion (Wu & Shao, 2024). Wang et al., (2024), digital performance is the skillful use of technology to optimize work effectiveness and outcomes. It is further defined by Nandini and Anitha, (2025), employee digital performance as the employee's ability to navigate and leverage virtual collaboration platforms, such as video conferencing platforms, cloud-based file-sharing systems, to maintain high output in distributed settings. Organizations use digital performance management systems to track employee real-time efficiency, and this ensures that employees' efforts remain aligned with the organization's strategic digital goals (Narayanan et al., 2026). This performance assessment is usually carried out periodically through certain indicators. This includes target achievement, timeliness, and output quality. The factors that influence employee performance include motivation, work environment, competence, and support from superiors and colleagues (Usman et al., 2023).

The employee's digital performance is defined by two main dimensions: digital task performance and digital innovation performance. Wu & Zhen, (2024) and Wang et al., (2024), also mention the same; digital task performance and digital innovation performance are the two aspects of employee digital performance.

Digital Task Performance

This dimension involves the use of digital technologies by employees to effectively complete routine and repetitive tasks (Wang et al., 2024). According to Wu & Shao (2024), digital task performance refers to the quality and quantity of standard work outputs in a digitally enabled environment. In practice, digital task performance is measured through an employee's ability to: find solutions to work problems using big data analytics, reduce the time needed to complete a task using digital analysis, and consider the overall quality of work outputs through the integration of smart/digital technologies (Wang et al., 2024).

Digital Innovation Performance

This dimension means the use of digital technologies simultaneously to encourage innovations and to achieve innovative results (Wang et al., 2024). In practice, digital innovative performance is measured through employees' proactive efforts to improve business performance quality using big data generated by digital systems, by developing creative solutions, and applying new ideas at work, utilizing digital platforms and analytical tools.

Theoretical Foundation: Job Demands- Resources Model (JD-R)

Studies used Dynamic Capabilities Theory (DCT), Resource-Based View (RBV), Technology Acceptance Model (TAM), and many other theories. However, most of the studies used the JD-R model for their studies. Therefore, for this SLR, JD-R model is used as the theoretical foundation to understand the relationship between hybrid work arrangements and employee digital performance. This model explains employee performance based on job resources and job demands. Job resources like flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance enhance employee performance. In contrast, job demands like social isolation, role ambiguity, and digital fatigue negatively impact employee effectiveness.

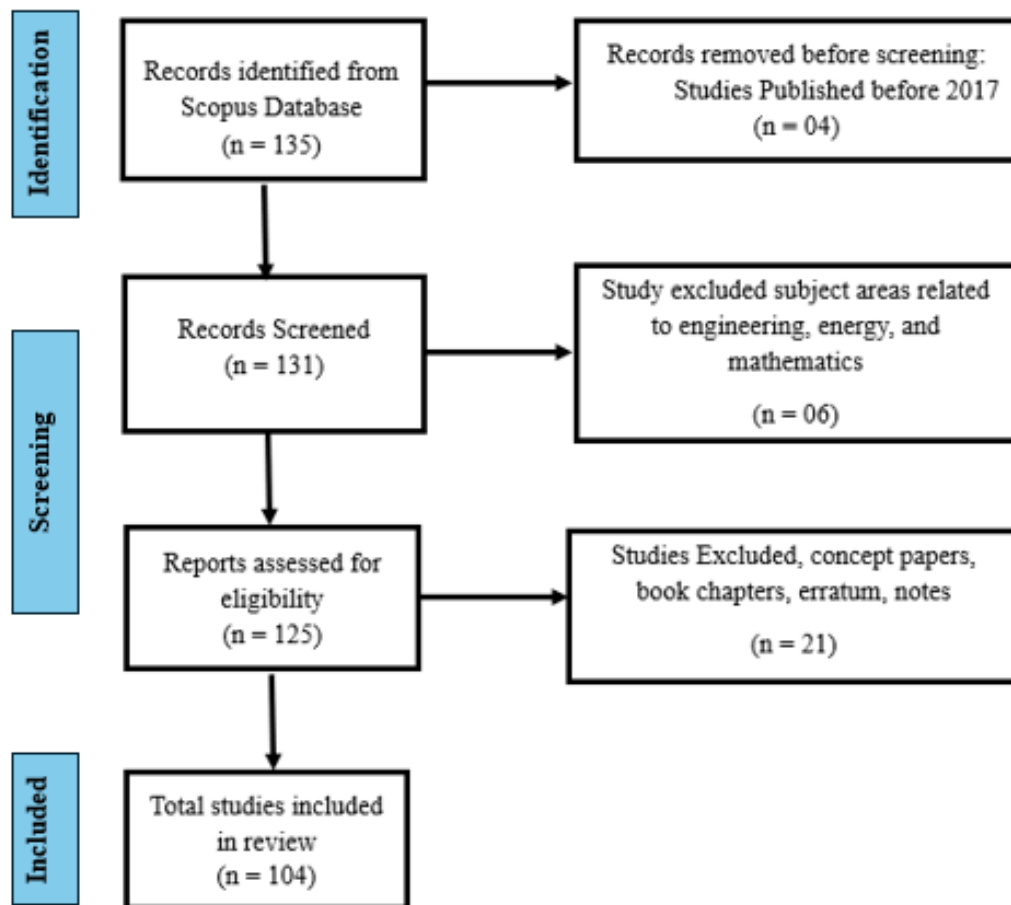
As prevailing studies show, both HWAs and EDP have become important areas in modern workforce management with the increasing development of digital tools and technologies. Therefore, this systematic literature review was conducted with the objectives of,

- To systematically synthesize prevailing empirical and conceptual evidence on the relationship between hybrid work arrangements and employee digital performance.
- To examine how hybrid work arrangements influence employee digital performance.
- To identify the geographical distribution of research on hybrid work arrangements and employee digital performance.

Methodology

To achieve the research objectives, a systematic literature review was conducted using 104 high-quality research papers published in English from 2017 to 2025. This time range was chosen to provide a recent understanding of how these concepts have been defined and applied during this technological revolution and the COVID and post-COVID periods. According to the PRISMA article selection guidelines, the articles were retrieved from the Scopus database. The Scopus database is considered to have the largest number of publications with significant citations in scientific fields (Moed, Bar-Ilan, & Halevi, 2016). This paper systematically investigates the literature concerning employee digital performance and hybrid work arrangements, with a specific focus on their influence and outcomes. This study spans different areas, including business, management, and accounting, social sciences, computer science, decision sciences, economics, econometrics, finance, psychology, and environmental science, to explore their connection with employee digital performance and hybrid work arrangements. This systematic

literature review process was adopted following PRISMA guidelines. The selection and analysis of articles were done according to the stages illustrated in Figure 01 (Liberati et al., 2009). This selection method helps to identify the most relevant documents for the study.



Identification

Databases, search phrases, and search criteria were determined at this stage. For this study, high-impact publications were retrieved from the Scopus database by using the "AND" and "OR" Boolean operators. Used the most popular search terms relevant to the study, such as “employee digital performance” and “hybrid work arrangements”, to search for articles. Initially, a total of 135 sources were identified before being checked for exclusion criteria.

Screening

Inclusion and exclusion criteria were applied to filter and select the most relevant articles during this stage. The criteria were depicted in Table 01. These criteria ensure sufficient consistency in methodological quality to produce the required results that meet internal validity requirements (Petticrew & Roberts, 2006). This study excluded subject areas like engineering, energy, and mathematics to ground the study in the management field and to examine employee digital performance management within the context of employee behavior and engagement.

Table 1: Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Published between 2017 and 2025.	Publication before the year 2017.
Subject areas (business, management, and accounting, social sciences, computer science, decision sciences,	Excluded subject areas (engineering, energy, mathematics)

economics, econometrics, finance, psychology, and environmental science)	
Academic journals (inherent academic rigor, quality control via the peer-review process.	Non-academic publications such as concept papers, book chapters, erratum and notes.
Publication as an article.	The publication is not an article.

Ensuring Eligibility

The evaluation of this study was based on research discipline, methodology, techniques, methods, design, and factors. The identified documents were excluded if they used unreasonable methodologies. At the same time, the articles that contained confusing and ambiguous approaches that required additional information from the author(s) were also excluded. All exclusions were made through the collective agreement of the authors.

Deciding on Inclusion

Finally, at the inclusion stage, the final sample of articles was determined. This was done through consensus among the authors, considering the general relevance and quality of the eligible articles.

Results

Annual Scientific Production

This annual scientific production reveals how this study field has evolved during the past years. For the study, the articles were selected from 2017 to 2025.

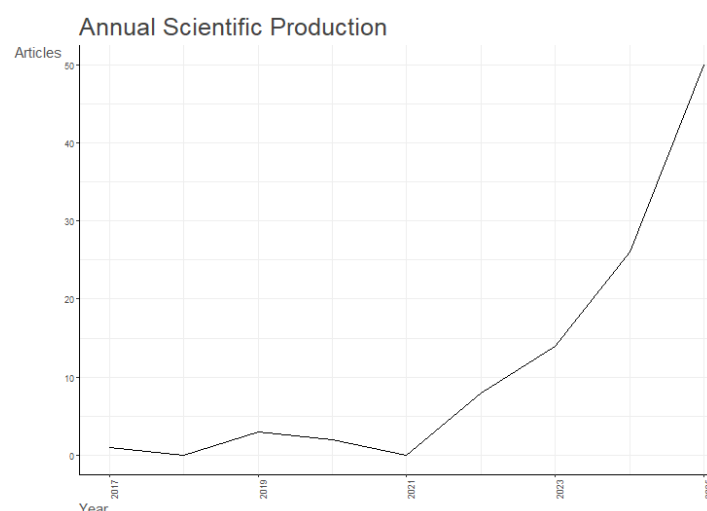


Figure 1: Annual Scientific Production

During the period 2017-2021, publications were very limited to 6 articles, including one in 2017, three in 2019, two in 2020, and none in 2018 and 2021. From 2022 onward, a considerable shift has occurred in this field. This shift occurred with an increase in the number of publications. The number of publications rose from 8 articles in 2022 to 14 in 2023, 26 articles in 2024, and 50 articles in 2025, respectively. This increase shows a rapid growth and relevance of the field of employee digital performance and hybrid work arrangements in organizational setups. This growth pattern is strongly linked to the COVID-19 pandemic period, which accelerated digital initiatives within organizations, and it forces organizations to shift from physical settings to remote and hybrid work structures. This supports the first objective of the study by showing the growth and the evolution of scholarly attention towards the study field.

Average Citations Per Year

The average citations per year show the average citations across the articles with their publication years. This analysis provides insights into the scholarly impact and its influence on the publication in that field.

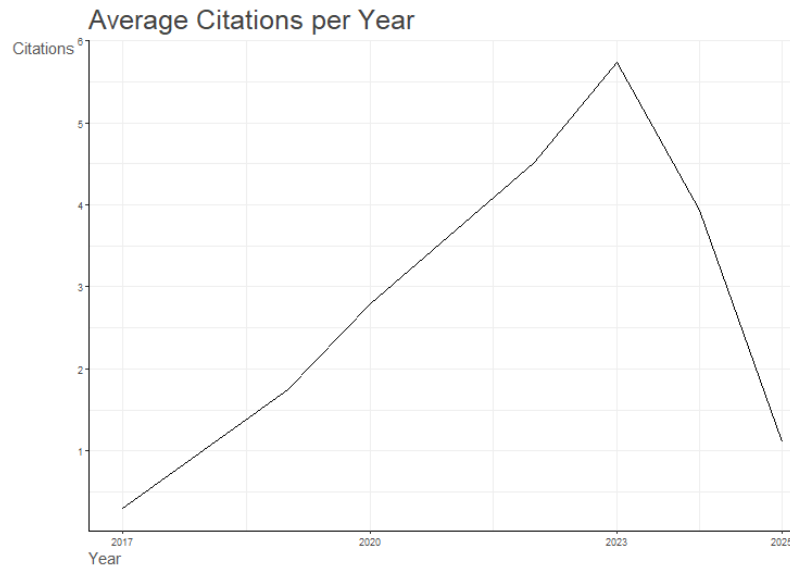


Figure 2: Average Citations Per Year

The results show that articles published in 2022 and 2023 represent the highest average citations per year, with 4.52 and 5.73. Conversely, articles published in 2024 and 2025 show lower average citations per year compared to the peak two years, but this does not necessarily indicate a lower quality or irrelevance. Overall, the average citation pattern indicates that the field is currently experiencing an expansion in scholarly works. The results of this contribute to the first objective of the study by showing the impact and the relevance of existing knowledge towards the field.

Most Relevant Sources

This shows the distribution of articles across different journals and the most relevant sources related to this research field.

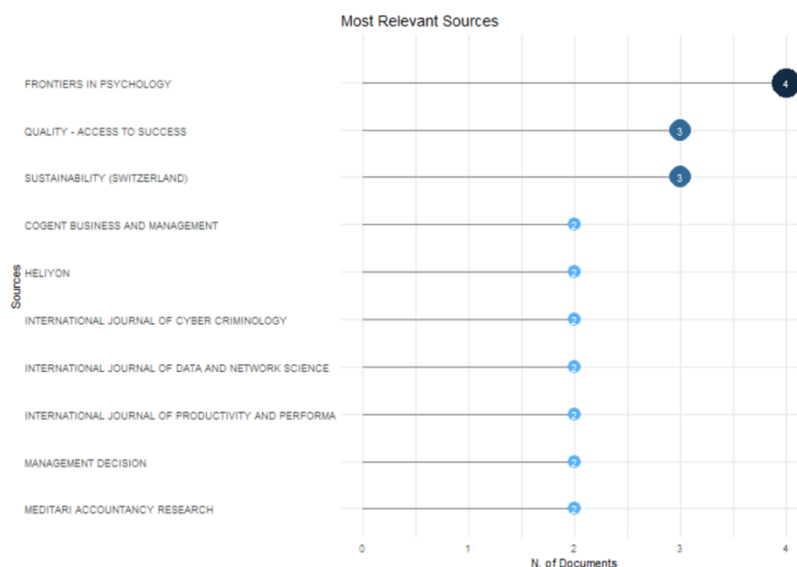


Figure 3: Most Relevant Sources

(Source: Author's compilation)

The above figure 03 shows the ten top-most relevant sources identified from 88 sources, and the first three sources are *Frontiers in Psychology*, *Quality - access to success*, and *Sustainability (Switzerland)*. The frontiers in psychology can be identified as the primary source for the employee digital performance and hybrid work arrangements field, with four publications. This supports the first objective by identifying the key sources that shape the conceptual and empirical development of the research field.

Most Cited Countries

The table below shows the top ten countries that show the most citations by a country.

Table 2: Most Cited Countries

Country	TC	Average Article Citations
KOREA	167	55.7
COLOMBIA	140	70
CHINA	115	7.2
GERMANY	79	26.3
USA	76	19
MALAYSIA	70	8.8
JORDAN	50	12.5
ITALY	47	9.4
TURKEY	37	18.5
HUNGARY	27	27

(Source: Author's compilation)

From these countries, Korea, Colombia, and China show the highest number of citations, and among them, Korea has the highest average article citations, with almost more than 55, and it shows 167 total citations. Colombia shows the highest number of average article citations, with 70, because the number of publications is two, and it's less than to Korea related to the number of publications. According to the ranking of this table, it shows different countries citing articles related to the HWAs and EDP field. It shows the global influence of this field. The findings of this analysis directly address the third objective of the study by revealing the geographical distribution and the absence of research.

Keyword Analysis

The keyword analysis helps to identify the hotspot, or the most discussed topics in the research field. The “digital transformation” and “employee performance” confirm that the primary outcome variable of the study is a valid concern in current literature. While in this word cloud, “hybrid work” is smaller and it is placed near “digital culture”, “digital capability”, and “digital performance”. It shows that hybrid work is identified as a specific environment within the broader "Digital Transformation", “digital leadership,” and “digital competence”. It validates this study’s focus. This visual interpretation shows that the influence of hybrid work arrangements on employee digital performance is not isolated. It is mediated by leadership style, and the role of human resource management, and it needs to be considered further. This analysis contributes to both first and second objectives of the study by identifying keywords between hybrid work arrangements and employee digital performance.



Figure 4: Keyword Analysis

Thematic Map

In the thematic map, themes are categorized according to their relevance and development within the field, as illustrated in Figure 05. This map shows four quadrants, the vertical axis indicates the degree of development or the maturity of a theme, and the horizontal axis indicates the importance of a theme to the overall research field. Accordingly, the top right quadrant shows Motor themes, which indicate the well-developed and highly relevant subjects such as “Employee performance”, “Digital transformation”, “Digital leadership”, and “Employee agility”. The top-left quadrant shows the Niche themes, which are specialized, well-developed, but less relevant topics, such as “Digital skills”, “Organizational performance”, and “Work environment”. At the bottom-right of the thematic map, the Basic themes are shown, which include basic themes that support many studies, but these are not strongly developed, such as “Leadership”, “Digital competence”, “Digital era”, “Digital performance”, and “Employee creativity”. The final quadrant at the bottom-left shows the Emerging or Declining themes. These themes are identified as newly emerging research areas or declining areas during the period of 2017-2025. “Working from home”, “Digital workplace,” “Hybrid work”, and “Remote work” are identified as emerging areas, especially after the COVID-19 pandemic.

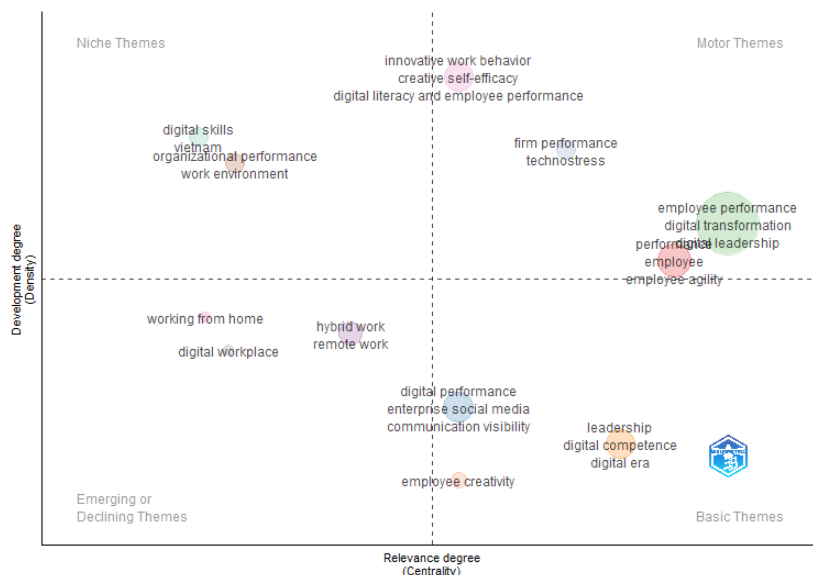


Figure 5: Thematic Map

The thematic map supports the first and second objectives of the study by providing insights into the conceptual structure of the field, demonstrating how key themes related to hybrid work arrangements and digital performance are developed.

Discussion

The main finding of this systematic literature review is that hybrid work arrangements (HWAs) show a massive influence on employee digital performance (EDP), which enhances the relationship when effectively handled through technology enablement and employee engagement (Sari & Wening, 2025; Narayanan et al., 2026). Kristanto and Mansur, (2025); Nandini and Anitha, (2025) reveal that the transformation toward the hybrid work structure is no longer a temporary adjustment; it is a permanent workplace revolution, featuring high levels of autonomy and a high level of dependence on digital infrastructure.

According to the bibliometric outputs, it reveals that this is new to the world because in 2017 only one article was published, and in 2018 no articles were published related to this field, but after the covid pandemic this can be identified as a high-growth area by reaching 50 articles annually 2025, because the concept of employee digital performance is firstly emerge in 2022 (Wang et al., 2024). This trend highlights that themes like “employee performance”, “digital literacy and employee performance”, “digital transformation” are central to the motor themes, and the themes like “remote work”, “hybrid work”, and “digital workplace” are related to emerging or declining themes of the thematic analysis.

Further, most of the studies used the Job Demands-Resources (JD-R) model to explain how job resources like flexible scheduling, ICT infrastructure, virtual supervision, and work-life balance enhance employee performance, while job demands like social isolation, role ambiguity, and digital fatigue hinder employee performance. Importantly, the geographic distribution of articles reveals a significant imbalance, 27% from total scientific outputs were generated in China and Indonesia, reflecting the rapid digital transformation occurring in Asian economies, but there is a notable absence of research from Sri Lanka, which indicates a clear geographic and context gap in the literature.

Conclusion

In conclusion, this systematic literature review identifies that hybrid work arrangements have become a transformative method that has highly evolved as a necessity in pandemic period and now it has become a permanent and strategic tool for enhancing employee digital performance and the firms’ performance by lowering cost and providing more autonomy for employees (Kristanto & Mansur, 2025; Sari & Wening, 2025). Previous studies identify that the relationship between HWAs and EDP is significant and positive, with the support of digital performance management (DPM) systems and a high level of technological adaptability (Narayanan et al., 2026). However, social isolation and role blurring are associated with risks of hybrid work arrangements, even though they create benefits and increase flexibility (Gillet et al., 2021; Toscano et al., 2025).

The thematic analysis, including 104 Scopus-indexed articles, confirms that this field is currently evolving around motor themes, which exhibit high density and centrality in areas such as digital transformation and employee performance. The words such as digital transformation, employee performance, digital leadership, job performance, performance, and human resource management can be identified as some keywords related to this study.

References

- Gillet, N., Huyghebaert-Zouaghi, T., Austin, S., Fernet, C., & Morin, A. J. S. (2021). Remote working: A double-edged sword for workers’ personal and professional well-being. *Journal of Management and Organization*, 27(6), 1060–1082. <https://doi.org/10.1017/jmo.2021.71>
- Jaafar, N. A., & Rahim, R. A. (2024). Exploring the influence of mediating factors of flexible schedule, job satisfaction, and work-life balance on employee performance in hybrid working arrangements (HWAs): A quantitative research of information technology (IT) organization in Klang Valley. *Advances in Business Research International Journal*, 10(1), 98–112. <https://doi.org/10.24191/abrij.v10i1.4650>
- Kristanto, Y., & Mansur, A. (2025). The role of hybrid work arrangements in enhancing employee productivity. *International Journal of Economics, Business Management and Accounting*, 7(1), 15–28. <https://doi.org/10.59890/ijebma.v7i1.2819>
- Kuppachi, K. R. (2023). *The impact of hybrid work arrangements on employee engagement and performance* (Executive Fellow Programme in Management dissertation). ISB, Hyderabad. <https://eprints.exchange.isb.edu/id/eprint/2277>

- Liberati, A., Altman, D. G., Tetzlaff, J., Mulrow, C., Gøtzsche, P. C., Ioannidis, J. P. A., Clarke, M., Devereaux, P. J., Kleijnen, J., & Moher, D. (2009). The PRISMA statement for reporting systematic reviews and meta-analyses of studies that evaluate healthcare interventions: Explanation and elaboration. *BMJ*, 339, b2700. <https://doi.org/10.1136/bmj.b2700>
- Malarvizhi, C. A. N., Nambiar, T. J., Rahman, H. M. M., & Othman, N. S. B. (2024). Effect of remote and hybrid working on employee performance and job satisfaction during post pandemic. *Educational Administration: Theory and Practice*. <https://doi.org/10.53555/kuey.v30i9.7209>
- Martina, R. E., & Kumar, B. N. (2024). An empirical study on employee productivity and efficiency with a special reference to IT sector in Chennai. *Educational Administration: Theory and Practice*, 30(5), 5620–5624. <https://doi.org/10.53555/kuey.v30i5.3833>
- Mathebula, R., & Marwa, N. (2025). The impact of hybrid working model on employee performance. In *Springer Proceedings in Business and Economics* (pp. 85–106). https://doi.org/10.1007/978-3-031-84885-8_5
- Moed, H. F., Bar-Ilan, J., & Halevi, G. (2016). A new methodology for comparing Google Scholar and Scopus. *Journal of Informetrics*, 10(2), 533–551. <https://doi.org/10.1016/j.joi.2016.04.017>
- Nandini, N. P., & Anitha, B. (2025). Examining the effects of the hybrid work revolution on IT company employee performance. *Journal of Science Engineering Technology and Management Sciences*, 2(9), 181–189. <https://doi.org/10.64771/jsetms.2025.v02.i09.pp181-189>
- Narayanan, R., Sanjay Kumar, K., Shyam, D., & Saravanan, A. (2026). Digital performance management in hybrid work environment: The mediating role of technology enablement and employee engagement. *MSW Management*, 36(1), 2510–2513. <https://mswmanagementj.com/>
- Popay, J., Roberts, H., Sowden, A., Petticrew, M., Arai, L., Rodgers, M., Britten, N., Roen, K., & Duffy, S. (2006). *Guidance on the conduct of narrative synthesis in systematic reviews: A product from the ESRC Methods Programme* (Version 1). ESRC. <https://www.researchgate.net/publication/233866356>
- Sari, A. P., & Wening, N. (2025). The impact of hybrid work system implementation on employee performance in the digital era. *Journal of Social Work and Science Education*, 6(2), 773–788. <https://doi.org/10.52690/jswse.v6i2.1217>
- Shao, Z., Li, X., Luo, Y., & Benitez, J. (2022). The differential impacts of top management support and transformational supervisory leadership on employees' digital performance. *European Journal of Information Systems*, 33(3), 334–360. <https://doi.org/10.1080/0960085X.2022.2147456>
- Toscano, F., González-Romá, V., & Zappalà, S. (2025). The influence of working from home vs. working at the office on job performance in a hybrid work arrangement: A diary study. *Journal of Business and Psychology*, 40, 497–512. <https://doi.org/10.1007/s10869-024-09970-7>
- Usman, A. S., Joshua, S. S., & Akinloye, F. Z. (2025). Hybrid work adoption and employee performance in Nigerian Federal Ministries, Departments and Agencies (MDAS): A conceptual review. *International Journal of Management Technology*, 12(5), 19–32. <https://doi.org/10.37745/ijmt.2013/vol12n51932>
- Wang, G., Mansor, Z. D., & Leong, Y. C. (2024). Unlocking digital performance: Exploring the mediating role of employee competitive attitudes, behaviors, and dynamic capabilities in Chinese SMEs under high-involvement human resource management practice. *Journal of Innovation and Entrepreneurship*, 13(1). <https://doi.org/10.1186/s13731-024-00395-3>
- Wu, S., & Zhen, S. (2024, August 31). The research on the influence of transformational leadership on employee digital-enabled performance. <https://so06.tci-thaijo.org/index.php/mcjou/article/view/273922>