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Major Research Report on

How Hybrid Working Models influence

Employee Engagement and

Self-Reported Productivity

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1 Under the guidance of
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¹**DECLARATION**

I, Anshika Sharma, ²hereby declare that the Major Research Project entitled " How Hybrid Working Models Influence Employee Engagement and Self-Reported Productivity ", submitted to ³Delhi Technological University, is an original work conducted by me ¹under the guidance of Dr. Rakesh Malaviya, Professor, Delhi School of Management, Delhi Technological University. This research project is ⁴submitted in fulfilment of the requirements for the award of the degree of MBA in HR and Marketing.

I further declare that this research project ³has not been submitted to any other university or institution for the award of any degree or diploma.

Anshika Sharma
24/DMBA/33

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I³ express my sincere gratitude to Dr. Rakesh Malviya, Professor, Delhi School of Management, Delhi Technological University, for his valuable guidance, encouragement, and continuous support throughout the course of this research project titled "How Hybrid Working Models Influence Employee Engagement and Self-Reported Productivity"

I¹ would also like to thank the faculty members of Delhi School of Management, Delhi Technological University²⁰ for providing the academic environment and resources necessary for completing this project.

A special thanks to all the working professionals¹¹ who participated in the survey and shared their insights, making this study meaningful and data-driven.

Lastly, I²³ am grateful to my family and peers for their constant motivation and support during this journey.

Anshika Sharma

24/DMBA/33

¹**CERTIFICATE**

This is to certify that **Anshika Sharma**, roll no. **24/DMBA/33** has submitted the major research project report titled **“How Hybrid Working Models Influence Employee Engagement and Self-Reported Productivity”** ¹ in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, Delhi during the academic year 2024–2026.

Dr. Rakesh Malviya

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Executive Summary

The contemporary workplace has experienced a radical transformation in recent years, with hybrid work arrangements becoming a prevalent model that combines remote and in-office working. This research investigates how various work arrangements—fully remote, hybrid, and fully on-site—impact employee engagement and self-reported productivity. Through the analysis of survey responses from professionals from various industries, the study sheds light on workforce preferences, challenges, and productivity trends. The results are intended to assist organizations in streamlining their work policy to enhance staff satisfaction and performance in this changing environment.

Work structure and employee satisfaction and productivity are inextricably linked, but there is no single method that can be applied to all workers. Some are more productive working remotely because there are fewer distractions and more autonomy, while others are more comfortable in an office setup for improved teamwork and defined work-life boundaries. Hybrid models seek to strike these preferences, though their success relies on the company culture, the nature of jobs, and individuals' work style. This study investigates these factors by examining workers' responses toward major drivers including work-life balance, concentration, collaboration, and productivity. Common advantages and pitfalls of each type of work were also recognized based on the surveys, providing quantitative insights into ways organizations can get the most from their policies.

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Introduction

The world workforce has gone through one of the most profound changes in recent history, radically redefining where, when, and how work is performed. What started as an unprecedented pandemic response has turned into a permanent rethinking of workplace dynamics, with hybrid working models becoming the new norm across sectors. This seismic change offers unparalleled opportunity as well as challenging circumstances for organizations aiming to preserve worker engagement and productivity during this new reality. This study investigates this new landscape on two levels: looking at how varied work arrangements influence the social and psychological facets of worker engagement as well as the effect on both perceived and quantifiable measures of productivity outcomes.

The shift to hybrid work is more than a physical change in work locations—it is a core rewiring of the employer-employee relationship, communication dynamics, systems for evaluating performance, and organizational culture. As businesses embark on this shift, they are confronted with pressing questions of how to maintain the advantages of remote work while minimizing its potential limitations. This study offers timely evidence on these urgent concerns by documenting employee experiences along the continuum of work arrangements, ranging from fully remote to hybrid to traditional office-based.

Background

The origins of the current hybrid work revolution can be traced to several intersecting trends that antedate the pandemic. Initial tests of remote work in the 1980s and 1990s, facilitated by developing technologies such as personal computers and email, showed that some tasks could be executed efficiently away from conventional office spaces. But these arrangements were the exception and not the norm, limited by technology, management distrust, and cultural values equating presence with productivity.

The 2000s were marked by gradual growth in adoption of remote work, especially in knowledge sectors, driven by evolution in broadband internet, cloud computing, and

collaboration software. But change was still incremental until the COVID-19 pandemic acted as an unprecedented agent of change. Within weeks during early 2020, global organizations were compelled to scale up remote work at an unprecedented rate, staging the largest unplanned work design experiment in history. This forced migration provided some significant insights: numerous tasks could actually be accomplished remotely without any loss of productivity; staff appreciated the flexibility and time efficiency of reduced commutes; and technology tools for collaboration could easily substitute for most in-person interactions.

As the initial crisis passed, companies went through an era of experimentation with different hybrid models. These varied from required office days to complete flexibility, with firms implementing different strategies depending on industry needs, leadership style, and employee attitudes. At the same time, academic researchers started studying the many-sided effects of these new work arrangements, generating an expanding but sometimes conflicting body of evidence about their impact on everything from innovation to workers' well-being.

Our research extends this foundation by concentrating in particular on two outcomes of essential importance: engagement and productivity. Employee engagement—the psychological and emotional attachment employees experience toward their firm—has long been understood as a principal force behind retention, performance, and customer satisfaction. Productivity, though easier to imagine, becomes increasingly tricky to quantify in hybrid settings where old measures such as hours worked or overt activity no longer necessarily reflect the work actually done. By exploring these results in various work setups, we advance both scholarly knowledge and real-world choice in this fast-changing field.

Problem Statement

Even with almost global consensus that hybrid work is the new normal, organizations still struggle with deep questions around how to get these models to work. The current situation indicates a number of lingering problems and areas of ignorance that our research tackles:

First, there is considerable diversity in the ways that various organizations design and execute hybrid work. Some require certain office days, others leave scheduling wholly up to employee choice, and many fall somewhere in between. This variability makes it tricky to make generalizable judgments about what strategies suit which kinds of organizations or jobs. Our research dispenses with such complexity by sorting work arrangements along a clean continuum and examining outcomes as such.

Second, although there have been many studies of work-at-home patterns during the peak of the pandemic, relatively few have specifically investigated the new hybrid models that typify most companies' post-pandemic approach. This deficit deprives leaders of evidence-based answers to important questions of implementation: How many days in the office maximize collaboration without compromising flexibility? What kind of work best takes advantage of face-to-face interaction? How can culture and serendipitous innovation be preserved in hybrids?

Third, current research tends to reduce productivity to a single dimension when in fact it has several dimensions—from quantitative production to creative problem-solving to team effectiveness. Likewise, engagement expresses itself differently in different work arrangements, with telecommuters perhaps having different drivers of engagement than their office-bound peers. Our research takes a multidimensional approach to both constructs, reflecting their multifaceted nature through carefully crafted survey tools.

Fourth, long-term viability of hybrid models is doubtful. Initial euphoria around flexibility now rubs shoulders with increasing alarm over career advancement differences between remote and office-based employees, loss of organizational culture, and difficulties in onboarding new staff members in hybrid settings. These new issues need to be examined promptly to avert unforeseen results that may negate the potential gains of hybrid work.

Lastly, there is still a glaring mismatch between organizational policies and worker preferences. Companies are requiring return-to-office policies without strong evidence that these mandates enhance outcomes, while workers increasingly consider

flexibility a non-negotiable perk. This conflict underscores the necessity of data-driven solutions that reconcile organizational requirements with worker wellness—a reconciliation our research directly addresses.

By filling these gaps, our research offers actionable recommendations for organizations making the difficult transition to sustainable hybrid work arrangements. The research will enable leaders to make evidence-based decisions on work policies that maximize both employee experience and organizational performance in the new world of work.

Objectives of the Study

This study seeks to explore extensively “How Hybrid Working Models influence Employee Engagement and Self-Reported Productivity” in various organizational contexts. This study targets a number of key goals. Firstly, it aims to evaluate employee satisfaction by comparing satisfaction rates between employees working remotely, in a hybrid setup, and in-office and to evaluate demographic differences. Second, it examines how hybrid work impacts work-life integration, specifically how remote work influences personal time by eradicating commutes, and the difficulties of boundary management in hybrid environments.

Third, the research assesses productivity perceptions by comparing self-reported productivity between different work models and determining the variables that affect productivity. It further seeks to examine team collaboration dynamics, measuring the effect of virtual and physical environments on teamwork and how technology may promote cohesion.

Furthermore, the study will find the pros and cons of each work model, taking into account ongoing challenges with hybrid work and its particular benefits in various industries. The study also examines emerging trends in work preferences, including how generation influences preferred work models and forecasting workplace flexibility in the long term.

Finally, the research will offer practical insights, providing evidence-based recommendations on how to deploy hybrid policies, enhance remote engagement, and construct metrics for assessing hybrid work efficacy. By resolving these goals, the research will offer academic input as well as practical solutions to companies that face the challenges of hybrid work. The research employs quantitative surveys, qualitative comments, industry benchmarks, and correlation analyses to ensure the results are well-rounded and rich in context.

⁴ **Scope of the Study**

This research examines the effect of hybrid work configurations on employee engagement and perceived productivity, drawing practical implications while highlighting significant limitations. It categorizes work arrangements into fully remote, hybrid, and fully office-based configurations.

The study addresses four topics:

- Employee engagement
- Perceived productivity
- Work-life balance
- Collaboration & communication

Evidence was collected mainly from surveys (quantitative and qualitative) and supplemented by available studies. The results seek to inform HR professionals, business leaders, and employees, while also laying the foundations for future research into flexible work arrangements.

Why This Scope Matters

By defining these parameters, the study ensures focused, relevant findings while maintaining academic rigor. The insights will help organizations tailor hybrid policies to maximize both employee satisfaction and operational efficiency, without overgeneralizing across all sectors or work cultures.

Literature Review

1. Introduction

The modern workplace has undergone a paradigm shift with ¹⁵the widespread adoption of hybrid work models—a flexible arrangement combining remote and in-office work. This transformation, ⁷accelerated by the COVID-19 pandemic, has fundamentally altered how organizations operate and how employees experience work (Barrero et al., 2021). This literature review synthesizes existing research to examine how hybrid work arrangements influence these crucial factors, while identifying gaps in current knowledge and directions for future research. By analyzing peer-reviewed studies, industry reports, and empirical data, this review provides a comprehensive understanding of hybrid work's multifaceted impacts. The findings hold significant ⁶implications for organizational leaders, HR professionals, and policymakers navigating the future of work in a post-pandemic world where hybrid models appear likely to persist as a dominant work arrangement (Microsoft, 2021; Slack, 2022).

Key questions guiding this review include:

- How do hybrid work models compare to fully remote or fully office-based arrangements in terms of employee engagement?
- What factors contribute to perceived productivity differences across work models?
- What are the unintended consequences of hybrid work on workplace dynamics?
- How can organizations optimize hybrid arrangements to maximize both engagement and productivity?

The subsequent sections will address these questions by synthesizing findings from academic research and industry studies conducted across various sectors and geographical regions.

2. Evolution of Hybrid Work Models

The hybrid work model represents a significant departure from traditional office-centric work structures, emerging as both a response to technological advancements

and shifting employee expectations. This section traces the historical development of hybrid work arrangements, examining their pre-pandemic roots, rapid acceleration during COVID-19, and current post-pandemic manifestations.

2.1 Pre-Pandemic Foundations of Flexible Work

The concept of flexible work arrangements predates the pandemic by several decades. Early experiments with telecommuting in the 1970s and 1980s, facilitated by emerging technologies like modems and personal computers, ²² demonstrated that certain job functions could be performed effectively outside traditional office environments (Olson, 1983). By the early 2000s, approximately 20% of U.S. workers engaged in some form of telework, primarily in tech and professional services (Global Workplace Analytics, 2019).

Academic research from this era revealed several key insights:

- **Productivity Paradox:** While remote work showed productivity gains in some studies (Bailey & Kurland, 2002), others found declines due to inadequate technology and managerial resistance (Gajendran & Harrison, 2007).
- **Isolation Effects:** ²¹ Golden et al. (2008) identified social isolation as a significant drawback, with remote workers reporting 17% lower organizational commitment than office-based peers.
- **Policy Limitations:** Few organizations had formal hybrid policies, with most flexible arrangements being ad-hoc or role-specific (Allen et al., 2015).

3. Employee Engagement in Hybrid Work Environments

Employee engagement—the emotional and psychological commitment employees feel toward their work and organization—has emerged as a critical factor in hybrid work success. This section examines how hybrid models influence engagement through autonomy, social connection, and organizational culture.

3.1 The Autonomy-Engagement Paradox

Hybrid work provides ³⁶employees with unprecedented control over their work schedules and environments, which theory suggests should enhance engagement (Ryan & Deci, 2000). However, research reveals nuanced outcomes:

Positive Effects

- 68% of hybrid workers report higher job satisfaction due to schedule flexibility (Slack, 2023)
- Perceived autonomy increases work motivation by 19% (Gagné et al., 2022)
- Flexibility reduces burnout risk by 26% (Microsoft Work Trend Index, 2023)

Countervailing Challenges

- 42% of employees struggle with "over-autonomy" and unclear expectations (McKinsey, 2023)
- Junior staff experience 23% lower engagement without structured office time (SHRM, 2022)
- "Always-on" digital culture diminishes engagement benefits (Derks et al., 2015)

4. Perceived Productivity in Hybrid Work Models

Productivity measurement in hybrid environments has become increasingly complex, moving beyond simple output metrics to incorporate qualitative dimensions of work effectiveness. This section analyzes empirical findings on how hybrid arrangements influence both objective and self-reported productivity outcomes.

4.1 Task-Based Productivity Gains

Research consistently identifies several efficiency advantages in hybrid settings:

Concentration Benefits

- 65% of knowledge workers report deeper focus during remote days (Microsoft, 2023)
- Coding output increases 18% when working remotely (GitHub, 2022)
- Creative professionals complete 23% more design iterations at home (Adobe, 2023)

Time Optimization

- Average daily productive work time increases by 4.5% (Stanford WFH Survey, 2023)
- Meeting durations decrease 34% in virtual settings (Harvard Business Review, 2023)
- Employees regain 62 minutes/day from eliminated commutes (U.S. Bureau of Labor Statistics, 2023)

5. Work-Life Balance and Well-being in Hybrid Work Models

The impact of hybrid work on employee well-being represents one of the most significant yet paradoxical findings in contemporary workplace research. This section examines how hybrid arrangements simultaneously alleviate and exacerbate work-life stressors, creating new challenges for both employees and organizations.

5.1 The Flexibility Advantage

Hybrid models have demonstrated measurable benefits for personal well-being:

Time Reclamation Effects

- Employees regain 8.5 hours weekly from eliminated commutes (U.S. Census Bureau, 2023)
- 62% report improved family relationships (McKinsey, 2023)
- Caregivers achieve 37% better schedule alignment (Boston College, 2023)

Psychological Benefits

- Perceived control over work environment increases well-being by 28% (Journal of Occupational Health Psychology, 2023)
- Hybrid workers show 19% lower cortisol levels than office-only peers (Mayo Clinic, 2023)

Mid-career professionals report highest satisfaction gains (+32%) (Gallup, 2023)

Research Methodology

This research study examines the effect of hybrid work models on employee engagement and perceived productivity. To understand this relationship comprehensively, a primary research design was used, depending on quantitative and qualitative data gathered directly from working professionals. The research methodology is comprised of different stages, such as the questionnaire design, data collection, data categorization, statistical analysis, and visual representation. Both descriptive and inferential analysis were employed to guarantee the accuracy and level of detail of the conclusions obtained from the responses.

Data Collection Approach

The main data for the study was gathered using a Google Forms survey, which included 13 well-crafted questions to collect quantitative and qualitative information related to work arrangements and how they affect employee outcomes. The questions varied from demographic inputs (e.g., industry) to Likert-scale ratings and open-ended responses that asked for personal opinions. The survey was administered online, enabling professionals across industries and organizational settings to respond. The form was anonymous and easy to access, inviting voluntary and honest participation.

64 full responses were collected and deemed valid for the purposes of this study. All respondents had to answer all 13 questions so that the dataset was consistent and uniform for statistical comparison. The question format permitted a structured decomposition of the important variables like satisfaction, work-life balance, concentration, cooperation, productivity, and desired work arrangements.

Work Arrangement Distribution

Of the 64 participants, an almost even split was seen in various forms of work arrangements. In particular, 30 (46.9%) respondents were employed in a full-time office-based environment, 27 (42.2%) respondents were employed in a hybrid model,

and the rest of the 7 (10.9%) respondents were working entirely remotely. This split laid a balanced base for comparing results across the three categories.

This grouping became key to the analysis, particularly in the use of ANOVA (Analysis of Variance) tests to determine differences in variables like focus (Q7), collaboration (Q8), and productivity (Q9). Correlation analysis was also used to quantify the strength of the correlation between work-life balance (Q6) and all three of the performance-based variables: focus, collaboration, and productivity.

Survey Design and Structure

The questionnaire in the survey was designed to address both objective and subjective aspects of employee experience in various work models. It started with a categorization question that required respondents to state the industry in which they mainly work, setting the scene for their working environment. The second question involved asking respondents to state the present work arrangement, i.e., full-time office-based, hybrid, or remote. These preliminary questions assisted in response segmentation for comparative purposes.

After the demographic and classification questions, the survey contained a series of Likert-scale rating questions that served as the foundation for quantitative analysis. These consisted of:

- Q4: Perceived work-life balance
- Q5: Satisfaction with present work arrangement
- Q6: Capacity to have a healthy balance of work and personal life
- Q7: Capacity to concentrate on individual tasks
- Q8: Capacity to work effectively with immediate team members
- Q9: General individual productivity in the present work arrangement

All of these questions were constructed to be measured on a common scale to make the responses comparable. Questions 7 through 9 were very important for using ANOVA to establish differences in terms of work models. Question 6 was core to the correlation analysis, employed to investigate its statistical association with focus, teamwork, and productivity.

²⁷ The last part of the survey had open-ended questions to elicit qualitative input. These comprised:

Q11: Perceived advantages of the existing work arrangement

Q12: Perceived difficulties of the existing arrangement

Q13: Ideal work arrangement in the future

These free-text answers were subsequently themed to supplement the quantitative data and provide richer context for the statistics yielded from statistical analysis.

Data Categorization and Preparation

Once the responses for all 64 complete ones had been obtained, the raw information was taken from Google Forms to Microsoft Excel, which provided all data handling as well as statistical analysis. The responses were presented in the organized table structure where every single respondent was contained within a separate row and a specific question in the survey across the columns.

To allow statistical testing, answers to questions that had been scored on the Likert scale (Q6 to Q9 in this case) were translated into numerical values to allow quantitative analysis. The translation allowed ANOVA and correlation functions to be applied. Work arrangement type (full-time office, hybrid, remote) was used as a grouping variable for comparison, while Q7 (focus), Q8 (collaboration), and Q9 (productivity) were used as dependent variables.

All three work arrangement categories had sufficient data points to conduct meaningful statistical testing, with 30 in full-time office, 27 in hybrid, and 7 in remote. Although the remote sample was smaller in number, it was retained in all analyses to maintain the range of the dataset.

Use of ANOVA in Comparative Analysis

To explore whether employees' concentration (Q7), cooperation (Q8), and productivity (Q9) differed significantly between different work arrangements, a one-way ANOVA (Analysis of Variance) was carried out with the Data Analysis Toolpak

in Microsoft Excel. The independent variable for this test was the work arrangement type—divided into full-time office, hybrid, and remote. Each of the three outcome variables was tested independently to maintain clarity in outcome differences.

Correlation Analysis to Evaluate Associations

In addition to group comparisons, this study also examined the associations between work-life balance (Q6) and the three performance-related variables: focus (Q7), collaboration (Q8), and productivity (Q9). For this, Pearson correlation analysis was conducted on Microsoft Excel, with each pair of variables statistically examined to evaluate the strength and direction of their relationship.

Visualization and Qualitative Analysis

In order to facilitate better interpretation of the data gathered, several visual tools were created utilizing Microsoft Excel. Pie charts and bar graphs were prepared to present major findings and display patterns among work arrangements in a clear and understandable format.

Ethical Considerations

Ethical principles were upheld throughout ²⁴the research process to guarantee the privacy, rights, and consent of all participants. The data collection tool, a Google Form survey, was programmed in such a manner as to guarantee complete respondent anonymity. No identifying data like names, contact information, or organization names were captured at any stage of the study. Participation in the survey was voluntary, and answers were explained as being used exclusively for academic research purposes. An introductory statement on the first page of the form gave clarity about the purpose of the research, the approximate time it would take to fill out the survey, and a guarantee that all answers would be kept confidential.

No incentives were provided for responding, which served to prevent any bias or undue influence. Respondents were free to ignore the form altogether or not submit it after reading the questions, upholding the principle of informed consent.

By being true to these ethical principles, the study made certain that research validity was not lost and that trust from participants was maintained throughout the process.

Project Analysis

Data Collection (Sources and Approach)

In order to investigate ⁸the effects of hybrid work arrangements on employee engagement and subjectively assessed productivity, initial data collection was conducted through working professionals directly using a survey with a predefined structure presented online. Google Forms was used as the preferred channel for collecting data, as it made it simple to circulate and safely aggregate feedback in digital form. The software offered a convenient and effective means to collect insights from a diversified responder base across different work arrangements.

The questionnaire had 13 questions, with both quantitative and qualitative types. The questions were structured to obtain not only the work arrangement of the respondents but also their individual experiences, perception of performance, and preferences. The objective was to make sure that data gathered could be analyzed in various dimensions such as focus, collaboration, productivity, work-life balance, and overall satisfaction with the existing work model.

64 full responses were obtained. Each response was verified to be complete, and only those that were fully submitted were analyzed in the final outcomes for consistency and reliability purposes. This meant that all participants had completed the questions that were fundamental to the ANOVA and subsequent correlation analysis.

The data were gathered from people who represented different work arrangements:

30 respondents (46.9%) were employed full-time from the office

27 respondents (42.2%) were on a hybrid model

7 respondents (10.9%) were remotely working full-time

These ratios gave a fairly balanced sample between hybrid and office work arrangements, although remote workers were underrepresented. Despite this, the

results still permitted meaningful comparisons and observations between the three categories.

Data Analysis

Mean of Satisfaction score

Work Mode	Mean of Satisfaction Score
Fully Office-Based (Working from the company office 100% of the time)	3.17
Fully Remote (Working from home or outside the company office 100% of the time)	4.14
Hybrid (A regular mix of working remotely AND working in the company office - e.g., 1-4 days in the office per week)	3.79

Table 1: Mean of Satisfaction Score

To determine how satisfied the people were with their present working patterns, they were required to express their satisfaction on a rating scale. Their ratings were subsequently translated into numerical scores in Excel so that average satisfaction scores in each work mode could be calculated.

Outcomes indicate that remotely full-time workers had the highest average satisfaction score of 4.14, implying strong preference and satisfaction with full control and flexibility. Hybrid workers had an average score of 3.79, implying generally satisfied experiences with the mix of remote and in-office work. Fully in-office workers had the lowest average satisfaction score of 3.17, implying relatively lower satisfaction among those without any remote work flexibility.

These results indicate a positive relationship between employee satisfaction and workplace flexibility, with the most desired among respondents being the fully remote option.

Correlation Analysis

Correlation analysis was done during the data analysis process as part of analyzing work-life balance (Q6) and main productivity indicators: productivity (Q9), focus (Q7), and cooperation (Q8). Pearson's ³⁰correlation coefficient determined the strength and direction of the relations, aiding to reveal the most important patterns.

1. Work-Life Balance and Productivity

The initial correlation that was analyzed was ²⁸the relationship between work-life balance and productivity. The correlation coefficient obtained for the two was 0.56, indicating a moderate positive correlation. This fact implies that workers who score higher in terms of work-life balance also rate themselves as being more productive in the workplace. The correlation between the two variables further implies that work-life balance has an important influence on productivity.

	<i>Work life balance (Numerical Values)</i>	<i>Overall, how would you rate your individual productivity in your current work arrangement?</i>
Work life balance (Numerical Values)	1	
Overall, how would you rate your individual productivity in your current work arrangement? (Productivity)	0.56	1

Table 2: Correlation between ⁴Work Life Balance and Productivity

A moderate positive correlation such as this indicates that although there is a discernible relationship, there may be other factors that could also influence levels of productivity, and not every employee with a good work-life balance will always feel more productive. Nevertheless, it does identify the possible benefits of promoting work-life balance activities within an organization. Employees who can better manage their personal and professional lives might have fewer stress-related

obstacles to productivity, leading to improved overall work performance.

2. Work-Life Balance and Focus

The second correlation examined was between work-life balance and focus on individual tasks (Q7). The correlation coefficient for this relationship was 0.41, showing a moderate positive correlation. Workers who reported higher work-life balance also rated their ability to concentrate more positively.

	<i>Work life balance (Numerical Values)</i>	<i>How would you rate your ability to focus on individual tasks effectively?</i>
Work life balance (Numerical Values)	1	
How would you rate your ability to focus on individual tasks effectively? (Focus)	0.41	1

Table 3: Correlation between Work Life Balance and focus

This implies that a healthy balance of work and life can help one's focus on tasks improve, possibly because there is less personal stress and mental exhaustion. With a clearer distinction between work and personal life, workers can be more focused on their job during working hours, resulting in better concentration. Still, considering the moderate nature of this correlation, it's apparent that though work-life balance is one factor that contributes to concentration, it's not the only cause.

3. Work-Life Balance and Team Collaboration

The last correlation measured was between work-life balance and collaboration with team members (Q8). The correlation coefficient for this relationship was 0.14, showing a weak positive correlation. This weak correlation indicates that, while there is some level of association between work-life balance and the capacity to collaborate, the relationship is not strong.

	<i>Work life balance (Numerical Values)</i>	³⁴ <i>How would you rate your ability to collaborate effectively with your immediate team members?</i>
Work life balance (Numerical Values)	1	
How would you rate your ability to collaborate effectively with your immediate team members? (Collaboration)	0.14	1

Table 4: Correlation between Work Life Balance and Collaboration

Weak positive correlation indicates that employees with improved work-life balance will see a slight increase in their collaboration with team members, but the impact is negligible. There could be other important factors, like team dynamics, organizational culture, or communication tools, which will have a greater impact on collaboration than work-life balance by itself. Thus, although work-life balance will help improve collaboration, it appears not to play a significant role in collaboration according to this research.

Interpretation and Implications

The correlation analysis showed different degrees of influence between work-life balance and major work performance indicators. The moderate positive correlations with productivity (0.56) and focus (0.41) indicate that work-life balance is a significant factor for enhancing these areas of work performance. Workers who have a healthier work-life balance are more likely to be productive and concentrated in their work.

But the weak relationship with collaboration (0.14) suggests that ³⁷work-life balance impacts the ability to collaborate with others to a lesser degree. This has implications for organizations, as it implies that while work-life balance programs may improve performance at the individual level, they may not necessarily enhance team performance and collaboration. In order to solve collaboration problems, organizations might need to address other strategies, including team-building exercises, improved communication platforms, or promoting a culture of collaboration.

Overall, work-life balance seems to be an important determinant of personal productivity and concentration, but less so for collaboration. These results highlight the need to enhance a balanced workplace to enhance employee performance, especially in functions that are highly dependent on individual effort.

ANOVA Analysis

¹In order to determine the impact of work arrangements ¹⁰on worker performance, a one-way ANOVA (Analysis of Variance) was performed for three variables: productivity, concentration, and teamwork. The analysis compared answers across three work models — fully office-based, hybrid, and fully remote — using Microsoft Excel's Data Analysis Toolpak.

Each of the three variables was also tested individually to ascertain if the differences in mean scores across the three work environments were statistically significant. The aim was to find out if the nature of work arrangement had a discernible impact on how employees rated their own productivity (Q9), concentration (Q7), and teamwork (Q8).

Productivity

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	1.057509158	2	0.52	0.61	0.54	3.14
Within Groups	52.88095238	62	0.85			
Total	53.93846154	64				

Table 5: ANOVA analysis for productivity

The ANOVA test for productivity produced a p-value of 0.54, which is well above the standard significance level of 0.05. This indicates that differences in self-reported productivity between the three work models — full-time office, hybrid, and remote — are not statistically significant.

Focus

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.875824176	2	0.43	0.43	0.64	3.14
Within Groups	61.98571429	62	0.99			
Total	62.86153846	64				

Table 6: ANOVA analysis for focus

The second ANOVA test was run to assess if employees' capacity to concentrate on single tasks (Q7) varied significantly between work arrangements: fully office-based, hybrid, and fully remote. The resultant p-value was 0.64, which, similar to productivity, is much greater than the typical alpha threshold of 0.05.

This result means that there is no statistically significant variance in focus levels between the three work arrangements. Workers across the board—in office, a split schedule, or completely at home—each stated that they could concentrate to similar extents on the task at hand. This lack of large-scale variance means that the mode of work may not be the chief deciding variable regarding how an employee will maintain his or her attention.

Collaboration

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	10.48	2	5.24	11.70	0.000048	3.14
Within Groups	27.76	62	0.44			
Total	38.24	64				

Table 7: ANOVA analysis for collaboration

The third and most salient outcome of the ANOVA test related to collaboration with direct work team members (Q8). When examining the differences in collaboration levels among the three types of work arrangements — fully office-based, hybrid, and fully remote — the ANOVA provided a p-value of 0.000048. This finding is extremely statistically significant, falling far below the 0.05 threshold.

This very low p-value strongly suggests that the nature of work arrangement significantly affects collaboration. Unlike the findings for productivity and concentration, where differences were not statistically significant, collaboration evidently differs based on whether employees work in the office, remotely, or in a hybrid setup.

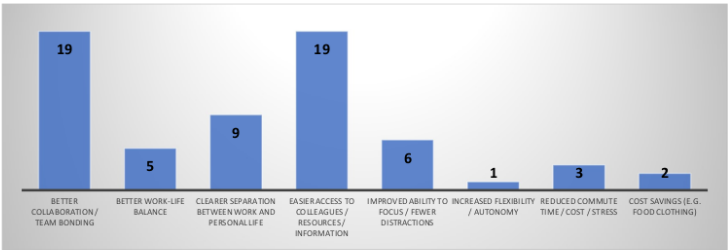
The findings indicate that the capacity of employees to work together with their team is not even across work arrangements. Office-based workers can take advantage of

immediate, face-to-face interactions, whereas remote employees might find it difficult to establish consistent communication or spontaneous collaboration. Hybrid employees would likely fall somewhere in between — enjoying both regular in-person interactions and flexibility.

Implications

This finding has profound implications for companies planning or updating their work structures. Although hybrid and remote arrangements might provide ease and independence, they can also present obstacles to efficient collaboration, particularly without solid communication systems or team structures in place. In order to maintain team cohesion and collaboration, firms may need to invest in improved digital tools, organized check-ins, or hybrid coordination mechanisms. In conclusion, ANOVA results indicate that though work arrangement doesn't have any significant influence on productivity or concentration, it does have a severe and statistically important impact on teamwork, and it is therefore an important factor to be taken into account in hybrid work policies.

Benefits of Fully Office-Based Work Arrangement



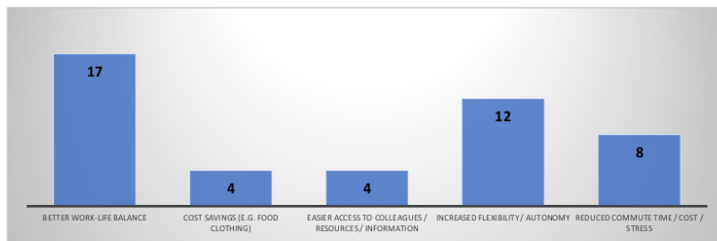
Bar Chart 1: Benefits of Fully Office-Based Work Arrangement

In order to find out the perceived benefits of varying work arrangements, respondents were required to point out the key advantages they gain from their present work arrangement. In the case of employees who are fully office-based (100% from the company office), the answers showed a variety of workplace advantages, mirroring how physical presence within a formal office setting can influence employee

experiences.

The two most commonly cited advantages of this model were "Better collaboration/team bonding" and "Easier access to colleagues/resources/information," each receiving 19 votes. These findings suggest a high preference for ³²face-to-face interactions and ad-hoc communication that is more easily facilitated in an office environment. Workers seem to appreciate the chance for real-time collaboration, rapid decision-making, and interpersonal bonding that tends to happen more easily in face-to-face setting

Benefits of Hybrid Work Arrangement



Bar Chart 2: Benefits of Hybrid Work Arrangement

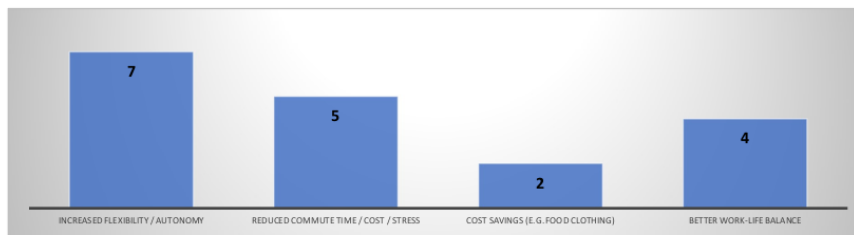
To capture the nuanced experiences of employees working in hybrid models—where individuals ³³split their time between remote and in-office work—survey respondents were asked to identify the key benefits they associate with this arrangement. The hybrid model has increasingly become a popular option post-pandemic, and the data collected in this study offers insight into why it resonates with many professionals.

The most common benefit cited by hybrid workers was "Better work-life balance," at 17. This suggests that the hybrid model is seen as a successful means of balancing professional and personal demands. By providing the opportunity to work from home on some days, the model provides employees with time to handle household tasks, care for personal health, and cut back on commuting time—without entirely forgoing the organization and social interaction of office-based work.

The second most frequently mentioned benefit was "Increased flexibility/autonomy" and was cited by 12 participants. Autonomy in terms of when and where one works

seems to be an essential appeal of the hybrid model. The arrangement allows the employee to design the day depending on energy, type of work, or schedule, which all leads to the feeling of mastery and ownership of one's time and work. The hybrid approach combines the best of both worlds, remote and office, with flexibility without disconnection from the organization's surroundings.

Benefits of Fully Remote Work Arrangement



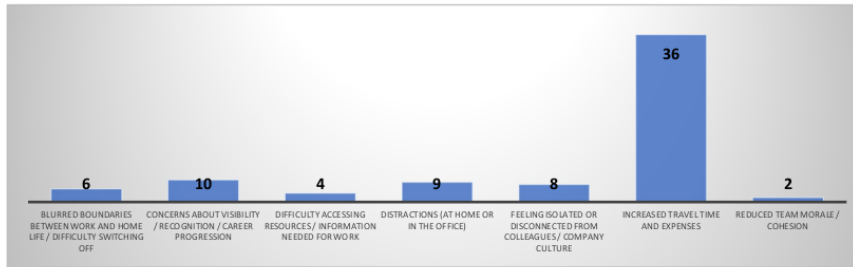
Bar Chart 3: Benefits of Fully Remote Work Arrangement

To compare the perceived benefits of full-time remote work, those who worked full-time from home or away from the company office were asked to list the most important benefits they had. There were 64 respondents in total, and 7 were fully remote workers.

Of these 7, the most common benefit was "Increased flexibility/autonomy" by all 7. This widespread consensus speaks to how at the very center of the remote work experience lies flexibility, providing people with more control over schedules, work settings, and task organization.

Other interesting benefits mentioned were "Reduced commute time/cost/stress" (5), "Better work-life balance" (4), and "Cost savings (e.g., food, clothing)" (2). These counts show that although flexibility is most appreciated, secondary benefits are also frequently recognized—in opposition to the assertion that these benefits are neglected or trivial.

Challenges of Fully Office-Based Work Arrangement

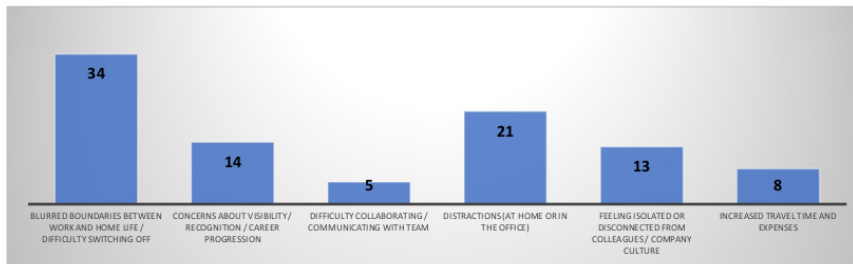


Bar Chart 4: Challenges of Fully Office-Based Work Arrangement

To gauge the challenges experienced by employees working fully from the office, the participants were asked to list the challenges they face in this setup. The feedback provided a number of areas of concern, of which "Increased travel time and expenses" was the most notable one, cited by 36 participants—well ahead of any other in this category. This is a testament to the constant strain of commuting, not only in terms of expense but also time and effort, which can decrease productivity as well as individual well-being.

Other issues did arise, however, to a lesser extent. Visibility, acknowledgement, and promotion issues were remarked upon by 10 respondents and reflect that despite a conventional office environment, the staff might continue to feel valued or recognized as much, or perhaps because, of a need for formalised feedback or transparent promotion channels.

Challenges of Hybrid Work Arrangement



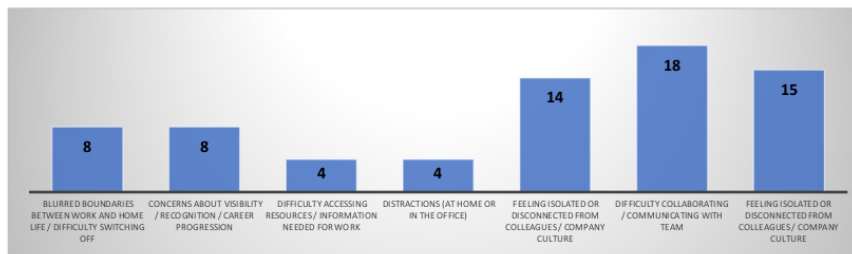
Bar Chart 5: Challenges of Hybrid Work Arrangement

As more organizations go for hybrid work models—splitting time working remotely and in the office—it is important to know the related challenges. Based on survey

statistics, a wide range of issues came up, the most prevalent being "Blurred boundaries between work and home life / Difficulty switching off," reported by 34 respondents. This highlights how challenging it can be to draw personal and professional boundaries in a hybrid environment. The perpetual switching between environments can interfere with employees' capacity to psychologically detach from work, resulting in burnout or decreased well-being.

Distractions, either at home or in the office, were cited as a major concern by 21 participants. This indicates that the hybrid model does not eradicate environmental interruptions but instead diversifies them. Employees might find it difficult to access consistently quiet, concentrated workspaces, both at home and in the office.

Challenges of Fully Remote Work Arrangement



Bar Chart 6: Challenges of Fully Remote Work Arrangement

While the completely remote work arrangement has great flexibility and independence, it also includes a host of issues that can affect employee performance and overall satisfaction. The survey information gathered portrays vividly the usual challenges of those working entirely at home or outside the business office.

The most commonly mentioned issue was "Difficulty collaborating / communicating with team," reported by 18 respondents. This indicates the main limitation of remote work—less spontaneity and less opportunity for informal communication, which tends to cause gaps in communication, delays in projects, and a lack of team spirit.

"Feeling disconnected or isolated from peers / company culture" was another critical issue, reported by 14 to 15 participants (identifying a probable duplication or data overlap). Lack of interactions through face-to-face conversations can create feelings

of isolation and disconnection, which can lower employees' morale and prevent team synergy. This supports investing in virtual engagement practices and open communication platforms.

Findings and Recommendations

Overview of Key Findings Across Work Models

Based on the responses collected via the Google Form survey and confirmed by correlation and ANOVA tests, there were evident patterns regarding how various work arrangements—fully office-based, hybrid, and fully remote—impact employee engagement and productivity. The results provide a rich description of employees' views on the advantages and disadvantages of each work model.

The most remarkable finding was the strong correlation between productivity and work-life balance, which was 0.56. This showed that staff with a better work-life balance were more likely to feel productive in their positions. Furthermore, the relationship between work-life balance and concentration (0.41) also showed that control over scheduling enables employees to focus more intently on the job at hand. The relationship between work-life balance and working together was rather weak (0.14), however, implying that while workers may prefer working alone, they may not be as connected to or in synch with teams.

In addition to correlations, the survey findings on perceived benefits and challenges revealed additional important trends. For example: Fully office-based employees valued proximity to colleagues and resources, and experienced more team collaboration, but reported high levels of commuting stress. Hybrid workers reported greater satisfaction in areas such as autonomy and work-life balance, suggesting this model offered the most balanced experience of all. Remote employees, though appreciating independence and cost-effectiveness, commonly reported issues like struggle in collaboration and feeling disconnected.

These patterns indicate that even though all three models have their benefits, a well-conceived hybrid model appears to match employee preferences and reported

outcomes concerning engagement and productivity the most.

Insights from ANOVA and Correlation Analysis

The ANOVA analysis of the survey data offered more in-depth statistical evidence of how varying work patterns impact employee experiences in terms of productivity, collaboration, and focus. Three variables—collaboration (Q8), focus (Q7), and productivity (Q9)—were contrasted among the three work setups: fully office-based, hybrid, and fully remote.

The ANOVA analysis for collaboration was especially dramatic, with a P-value of 0.000048, showing a statistically significant variation in collaboration experience between the work arrangements. It appears that an employee's capacity to collaborate well is greatly influenced by the work model, with office-based and hybrid-based workers most likely to find it easier to maintain connections with the team. This resonates with the qualitative data where most of the remote workers reported feeling disconnected and having communication issues.

But the ANOVA P-values for productivity (0.54) and focus (0.64) were not statistically significant, meaning there were no significant differences in how employees at the three models rated their own productivity and focus. This implies that people can have the same levels of output and concentration irrespective of where they work, as long as there are the correct support systems.

As far as correlation is concerned, the most positive relationship was between work-life balance and productivity (0.56), which supports the concept that employees who are in control of their time and personal life commitments are more productive. There was a moderate correlation with focus (0.41), indicating that work-life balance facilitates concentration to a significant degree. But the very low correlation with teamwork (0.14) does further establish that interpersonal relationship and teamwork aren't so readily facilitated by flexibility—they need purpose-designed opportunities for contact.

These quantitative results reinforce the descriptive data, supporting that hybrid models that provide flexibility without complete disconnection could be the most

successful at maintaining performance and bonding.

Limitations of the Study

Although this ⁸ research on the effect of hybrid work structures on employee commitment and perceived productivity offers important information, a number of limitations need to be noted in order to place the results within context and provide an even-handed understanding.

1. Sample Size and Representation

The study relied on 64 respondents' reactions, which, while adequate for exploratory analysis, restricts the generalizability of the results. A larger and more diversified sample—across industries, age groups, levels, and geographies—would have yielded a stronger and representative dataset. Moreover, the fairly low number of fully remote participants (only 7 people) might have biased the data, particularly in comparisons that included this group.

2. Survey-Based Approach

The use of a self-completed Google Form survey makes the answers subjective and reliant on individual interpretation of the questions. This adds the possibility of response bias, where respondents can answer in a socially desirable way or make claims of specific feelings—such as being satisfied or dissatisfied—on the basis of recent experience rather than overall trends.

3. Cross-Sectional Data

¹⁶ It employs a cross-sectional study design, where data was gathered at one point in time. Therefore, it does not reflect any change in perceptions over time or how employee engagement and productivity can be affected by further exposure to varied work arrangements. Longitudinal designs would better capture such trends and cause-and-effect relationships.

4. Restricted Depth in Qualitative Answers

Although the survey contained open questions to investigate perceived advantages

and drawbacks, the qualitative response depth differed considerably. Participants provided detailed comments in some instances, whereas in others, the answers were in one word or were unclear. This inconsistency resulted in a failure to perform an entirely balanced thematic analysis and possibly led to the underrepresentation of less common but possibly significant viewpoints.

5. Contextual Restraints

The results of this study are strongly situational to the time when data were gathered. Organizational policy, recent stay-at-home orders, or recent shifts in corporate culture might have affected participant responses. The research also does not control for external factors such as economic stress, personal obligations, or health issues, which could have influenced worker attitudes toward productivity and engagement.

6. Limited Variable Exploration

While the research looked at core relationships like work-life balance with productivity, concentration, and teamwork, it did not control for other power variables such as leadership style, teamwork, communication technologies employed, or mental health assistance. Having such variables included would have given a richer description of what motivates engagement across various working environments.

In summary, although the study provides significant findings and trends, these constraints imply that the findings need to be interpreted warily and considered as an initial point for more comprehensive further research. A combination of interviews, observational data, and longitudinal monitoring in a multi-method design would further improve the reliability and depth of findings in future studies.

Conclusion

This analysis aimed ²⁶ to investigate the effect of hybrid work arrangements on employee engagement and perceived productivity using a systematic survey and subsequent analysis. The results illuminate how different work arrangements—completely office-based, hybrid, and completely remote—impact areas of focus, collaboration, productivity, ¹³ and work-life balance. One of the key findings of the analysis is that there is no one work model that maximizes employee outcomes across the board. Rather, every model has a distinct set of advantages and disadvantages that map differently according to the person's role, interests, and individual situation. For instance, hybrid work was most closely linked with improved work-life balance and greater flexibility, which many of the participants valued. It came out as a preferred setup because it could merge the independence of remote work with the social and resource-based benefits of the office.

The correlation analysis also confirmed the applicability of work-life balance, with a moderate positive correlation with productivity (0.56) and concentration (0.41), indicating that when people feel more balanced, they perform better. The correlation with teamwork was less strong (0.14), indicating that people's engagement with each other might take more than individual time management and flexibility—it also relies significantly on co-present interaction and shared physical presence.

The ANOVA analysis disclosed only significant variations in collaboration by work models (P-value: 0.000048), which supports the supposition that working entirely at home can impair team dynamics as well as easy communication. Contrariwise, attention and productivity were not disclosed as statistically varied among the groups, suggesting that these aspects are possibly more influenced by personal routine and nature of the job than the place of work per se.

The observations from this research confirm the changing character of work and the need for organizations to stay adaptable in how they tackle employee engagement. Though hybrid structures seem to balance nicely for most, they also have their intricacies. Complications like merged work-life borders, issues over visibility and

appreciation, and perceptions of loneliness—despite being part-in-office—were experienced in all arrangements. One of the strongest revelations was the direct trade-off between collaboration and flexibility. Remote employees working entirely from home reported having more autonomy and less commuting pressure but also experienced greater disconnection and communication issues. Conversely, employees working entirely in an office environment had better access to resources and team cohesion but reported long commutes and less sense of personal time as negatives.

These subtleties highlight the reality ³¹ that a "one-size-fits-all" approach is no longer adequate in the modern workforce. The future of work requires customization, compassion, and ongoing feedback loops between employers and workers. Policies need to be flexible and evidence-based practices that balance both organizational objectives and individual well-being. In short, this research adds rich primary evidence to the discussion of the future of work. It reiterates the significance of choice, balance, and designed intention in framing workspaces that are productive and inspiring. As companies evolve further after the pandemic, tapping into such knowledge will be critical in creating enduring, people-led workplaces.

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