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Assessing Employee Engagement And Performance In Hybrid Work Environments

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Abstract

The present study used a quantitative research methodology to examine the effects of hybrid work environments on employee engagement and performance. The research used a standardized 5-point Likert scale questionnaire to gather data from a randomly chosen sample of 384 respondents, with a focus on five important variables: employee engagement, work-life balance, work arrangement flexibility, hybrid working model, and employee work. To examine the connections between the variables and evaluate both direct and indirect impacts, structural equation modelling, or SEM, was used. By raising engagement, the results show that flexible work schedules and work-life balance greatly improve employee performance, both directly and indirectly. Engagement was shown to have a crucial role in mediating the link between organizational practices and employee outcomes. The outcomes of the research are bolstered by robust reliability and validity assessments that corroborate the findings. According to the survey, companies must encourage flexibility and work-life balance as hybrid work becomes more common in order to have a highly engaged, motivated, and productive staff in a workplace that is always changing.

Keywords: Work-life balance, Work arrangement flexibility, Employee engagement, Employee performance, Hybrid work environment, Flexible work policies.

Introduction

At the turn of the 20th and 21st century, the idea of employee engagement became a new corporate concept. In order to promote organizations' mental capital—the "cognitive and emotional fortitude and strength of the employees"—in the direction of greater economic results, human resources departments and consultants further enhanced it. Despite the fact that global organizations already recognize employee engagement as one of the primary factors influencing their success, this broad interest of

researchers remains pertinent to studies that show low levels of engagement among American and European employees. The idea of employee engagement has quickly changed over the last 20 years, leading to a wide variety of definitions and related indicators (Surma et al., 2021). The largest contemporary shift in workplace systems since the industrial revolution has been brought about by remote and hybrid work models. Remote work was already common before the COVID-19 epidemic, but the pandemic accelerated its acceptance across industries and its worldwide spread. According to a study by (Lund et al., 2021), 35% of American workers are open to working remotely full-time, and 58% of workers can work from home at least once a week. Historical shifts brought forth by remote labor have altered workforce management procedures, company communication methods, and organizational behavior. Employees that work remotely carry out all company activities from their homes or another third place, as opposed to traditional office spaces. Employees may divide their responsibilities between on-site offices and off-site locations with the flexibility of hybrid work (M. Tawalbeh & Tawalbeh, 2024). These working models define unique challenges and opportunities for managing workplace performance and employee commitment, which serve as organizational key performance indicators. Through employee engagement, which demonstrates workers' strong commitment to the company's goals, organizations increase productivity, retain employees more effectively, and encourage creativity (Jamil et al., 2024). Organizations' evaluation, feedback, and employee contribution procedures are outlined by performance management systems. When dealing with hybrid work settings, which deviate from traditional workplace interaction and observation patterns, these organizational components need significant adaptations associates (Bilderback & Kilpatrick, 2024). This article presents a thorough analysis of how businesses may improve employee engagement levels and modify performance management systems to accommodate remote and hybrid work arrangements. Using partial least squares analysis and building on recent research, we examine the important factors that influence engagement and performance results in distributed work settings and provide practical approaches to businesses involved in the present work transition (J. Tawalbeh, 2025). In recent decades, the conventional idea of work—which included individuals traveling to a central office location—has seen a substantial change. Scholars and professionals from many different regions have taken a keen interest in this work arrangement. The acceptance of remote work arrangements has been made easier by technological improvements and the evolving nature of work, allowing employees to carry out their responsibilities outside of the conventional office setting (Allen et al., 2015). As businesses globally looked to maintain business continuity while putting employee safety and wellbeing first, the COVID-19 epidemic hastened the adoption of remote work even further. Employee questionnaires taken during the epidemic and a number of research (Barrero et al., 2020) indicate that working remotely increases productivity. At the same time, research shows employees experience loneliness, digital exhaustion, difficulty separating work and personal life, and poor communication, all of which have an effect on engagement and company culture (Jacks, 2021). As things go back to normal, businesses are trying to get employees back to work. Bankers should be back in the office five days a week, according to financial giants like JPMorgan1, but many IT companies are compelled to postpone such plans. Following an announcement to work from the office three days a week, Apple retracted its return-to-work policy in response to opposition, email protests, and resignations. For example, more than 800 employees at the edtech start-up WhiteHatJr quit after being asked to "work from the office"3. Companies like Google anticipate employees will only be on-site for a portion of week four; Indian IT services providers TCS and Wipro have stated plans to become 75% remote by 20255 and work from the office three days a week, respectively. Despite the transition to remote work brought about by the pandemic, current research suggests that work from home (WFH) will persist beyond COVID-19 because of the rise in relative productivity and efficiency (Kuppachi, 2023). A psychological concept that has been of interest to organizations and scholars for a few decades is employee engagement. The subject became popular as a new business idea around the close of the 20th century. It was further refined by consultants and human resources departments to enhance organizations' mental capital, or the "cognitive and emotional fortitude and strength of the employees,"

in order to achieve better financial results. Still, just 20% of employees worldwide are actively involved, according recent surveys. Therefore, despite the fact that global organizations have already acknowledged employee engagement as one of the

primary factors influencing their success, the broad interest of researchers remains pertinent to studies that report low levels of engagement among both European and American employees. Additionally, there is evidence that employee involvement is successful in improving productivity and performance across the UK economy (Martyna Joanna Surma, 2023). There is more to employee engagement than simply sports, games, and get-togethers. Success is fueled by the dedication of employees. Employees who are engaged evaluate their mission, their place in the organization, and how they fit in. Better choices are therefore made. Businesses with dedicated staff members do better than their rivals. They make more money per share and recover from financial losses and recessions more quickly. Engagement is a key distinction in terms of creativity and growth. To better understand the requirements of the organization, an employee engagement survey is essential. A study of contentment is not the same as this (Kumari & Yelkar, 2022). The priorities of the workforce have also evolved. Compared to "jobs for lifers," mobile professional occupations are much more conventional. Retaining top talent has never been more complicated. Assuring job satisfaction is just one aspect of engaging employees (Abdullahi et al., 2021). Employee engagement translates into real financial benefits for the company since it shows an emotional attachment to the firm. Numerous studies demonstrate employees from different generations, shaped by a range of political and socioeconomic circumstances, have unique expectations and desires as well as varied values (Młokosiewicz, 2019). Organizations gain a great deal when CEOs discover the most effective ways to reconcile generational divides. Closing these gaps results in calm and effective workplaces where each employee gives their utmost and receives extra rewards (Hut, 2020). Poswolsky (2022) asserts that in these uncertain times, managers and leaders need to do more to help and interact with young people. This is not just a way to engage the next generation of talent, but also an investment in a collaborative future. When planning for the future and figuring out how to engage new Generation Y and Generation Z employees, organizations need to be conscious (Clifton & Harter, 2019). However, for the foreseeable future, Generation X will continue to be a significantly represented segment of the working population. During the COVID-19 epidemic, work-from-home regulations gave remote work a significant boost. Many industries that had previously been more focused on working on company property began to develop new methods of operation, some of which broadened the WFH culture that already existed (Nolan et al., 2021). As a result, many procedures changed, chief among them the way we interact with our coworkers on a daily basis. Employee engagement, motivation, and productivity were major concerns for many companies (Bick et al., 2023). Following the pandemic and WFH regulations, many businesses started considering their options while keeping these characteristics in mind: whether to continue operating entirely remotely, bring employees back into the office, or possibly try a hybrid structure (Brynjolfsson et al., 2020). Since remote work became more common, employee engagement—a issue that has been extensively studied in conventional workplace settings—has gotten a lot of fresh attention (Chaudhary et al., 2020). Despite rising vaccination rates and a decline in COVID cases, many workers are afraid to return to work. According to (Alexander et al., 2021), hybrid working will become much more popular in the near future. Both people and organisations gain a great deal from the transition to the mixed work paradigm (Biron et al., 2023). More flexibility and work-life balance are promised for employees, and for organisations, it boosts profitability through increased productivity and lower fixed costs (Choudhury et al., 2021). Given the likelihood of more hybrid work in the future, it is more crucial than ever to comprehend how this kind of workplace model affects workers' job-related outcomes as we enter a new age of employment (Naqshbandi et al., 2024). The impact of alternative working arrangements on workers' outcomes, particularly job performance, has been extensively studied in the literature. The hybrid workplace paradigm, which combines flexible and telework, has been shown to have varying effects on employee job performance. These effects might range from positive to negative to nonexistent. Work engagement, as proposed, is defined as "being physically and

psychologically present when occupying and performing an organisational role." William A (Beckel & Fisher, 2022). Kahn's groundbreaking work in organisational behaviour established the groundwork for comprehending employee engagement. A focus of individual outcome research in recent decades, this viewpoint emphasises the importance of both mental and physical engagement in one's job position (Erum et al., 2020). "A positive, fulfilling, work-related state of mind characterised by vigour (high energy and resilience), dedication (enthusiasm and pride), and absorption (immersion and concentration)" is how engagement has been described during the last 20 years. According to this concept and its theoretical expansion, engagement has been connected to a number of favourable personal consequences, including intense participation in one's job, high vitality, and a feeling of purpose (SA Sharma, 2024). Gallup expanded on this study by stating that "Employee engagement strongly relates to key organisational outcomes in any economic climate" and connecting work engagement to business outcomes (retention, productivity, and consumer attractiveness).

Literature Review

According to (Grant, 2024) this research, communication quality and satisfaction have a big impact on engagement results, and various employee generations have varying degrees and motivators of engagement. This study examined the suitability of theoretical frameworks, including Job Demands-Resources, Social Exchange, and Self-Determination, to explain the intricate relationship between communication and employee engagement across generational groups using quantitative, correlational, and causal-comparative methods. The findings of Pearson's correlation showed a somewhat favorable association between employee engagement, communication quality, and communication satisfaction. The results of the General Linear Model showed that (a) the relationship between communication quality, communication satisfaction, and employee engagement is not moderated by the work environment, and (b) the relationship between these three variables and employee engagement is significantly moderated by the generational cohort.

(Blaskovic, 2024) examined the relationship between employee engagement and communication mediums in a hybrid work setting using quantitative analysis. The results, however, did not show a negative relationship between employee engagement and communication medium problems. Online communication did not seem to have a negative impact on employees reported social happiness or change their choice for in-person interactions. Descriptive analysis of the data showed that, notwithstanding this, a small majority of the respondents still prefer in-person connection over internet communication.

(Adriyanto, 2023) purposed of this study was to assess how important employee engagement has been for raising retention, productivity, and organisational sustainability. Using a Systematic Literature Review methodology, the research synthesises qualitative findings from several organisational settings. The results showed that motivation, creativity, and innovation are all directly improved by employee engagement, which raises output and lowers attrition. Both external (work models, organisational culture, and work-life balance policies) and internal (recognition, career growth opportunities, and management support) elements affect engagement.

(Singh & Sant, 2023) investigated the relationship between employee engagement and intention to leave in remote and hybrid work environments in order to close the research gap. Managing organisational dynamics requires an understanding of the processes, direction, and repercussions. This cross-sectional survey was carried out on 371 Mumbai-based IT working professionals. Since Smart PLS was a reflective-reflective model of higher order and works well with this model, it was utilised for the investigation. Consequently, our research contributes both theoretically and practically to the

relevant literature. According to the research, methods for increasing employee engagement perform better in hybrid workplaces than in distant ones.

(WOODS, 2023) aimed of this grounded theory research was to use an emergent hybrid work process model to investigate the elements that affect employee engagement during the ongoing COVID-19 epidemic. Six employee engagement indicators were identified via data analysis of 18 interviews from a manufacturing services firm in the United States: (a) instruction and education, (b) the working environment; (c) technology for communication and teamwork; (d) culture; (e) leadership; and (f) messages and communications. A story, an idea linkage and a process model were created for the aspects that affect hybrid employee engagement. For a six-month implementation period, solutions were created for every aspect of employee engagement. The results may be evaluated using qualitative analysis and current corporate measurements.

(SO Oloidi, PM Worimegbe, 2025) purposed of this research was to ascertain how employee engagement at a subset of fast-moving consumer goods (FMCG) businesses in Lagos State, Nigeria, was impacted by hybrid work arrangements. A well-structured survey questionnaire was used in the study's survey research design, and the Raosoft sample size calculator was used to estimate the study's sample size of 375 managers. Simple random and proportional sampling procedures were then used to find managers who qualified. The findings demonstrated that employee engagement was positively and significantly impacted by hybrid work systems ($\text{Adj } R^2 = 0.270$, $F(4, 276) = 26.476$, $p < 0.05$). By providing empirical data on the impact of hybrid work systems aspects on employee engagement in a subset of fast-moving consumer goods businesses in Lagos State, Nigeria, the study significantly advances the field of empirical research.

(Reece, 2025) looked at how healthcare managers' job satisfaction is affected by work environments, age groups, motivation, engagement, race, and gender in the wake of the coronavirus of 2019. SurveyMonkey was used to gather information from 118 administrators, ages 18 to 65, who worked at least 30 hours a week in in-person or hybrid work environments. Multiple linear regression, post hoc analyses, independent t-tests, and hierarchical regression were among the statistical techniques used to investigated these associations. The results demonstrated that motivation was a substantial predictor of increased job satisfaction, underscoring the need of creating an inspiring work environment. Greater job satisfaction was associated with flexible hybrid work arrangements, but in-person employment had the opposite effect.

(Kumari et al., 2025) currented research was to investigated the transition from crisis-induced hybrid work to the development of a sustainable post-pandemic work environment, as well as the noteworthy influence of the hybrid workplace on job satisfaction and employee performance. A quantitative approach was used by the researchers to gather information from 260 workers in a hybrid workplace. To evaluated the information and investigate the theories, partial least squares structural equation modelling was used. The results showed that hybrid work significantly and favourably affects worker performance and job satisfaction. Additionally, it seems that work engagement is positively impacted by hybrid work, and that work engagement significantly mediates the link between employee performance and hybrid work.

Development of Hypothesis

H1: Work-life balance has a significant positive effect on employee engagement in hybrid work environments.

(Santillan et al., 2023) explored the hybrid work paradigm with an emphasis on the viewpoints and experiences of workers at a technology company with headquarters in Quezon City that specialises in

industrial software and engineering. 354 workers were polled for the research in order to determine how the hybrid work paradigm affected both individual and team outputs. The results of the poll indicated that the model is well regarded for its adaptability, enhancing work-life balance, and enhancing job satisfaction. According to respondents, the hybrid model strikes a balance between personal and professional well-being in spite of workloads and management demands.

(Ishak et al., 2025) looked at how workers feel about the adoption of work-life balance in a hybrid workplace, which has been more and more common since the COVID-19 pandemic. This research investigated the experiences, difficulties, and variables affecting work-life balance in hybrid work contexts using a qualitative methodology. Semi-structured interviews and focus groups with workers from different industries were used to gather data. The results showed that while hybrid work encourages adaptability and independence, it also raises the risk of stress and burnout because of unclear limits and a lack of organisational support. Work-life balance was facilitated by elements including adaptable scheduling, encouraging leadership, and easy-to-use technology technologies.

(V NAYDENOVA, 2025) current research aimed to investigate how work-life balance, job engagement, and well-being are impacted by the kind of work one does, as well as how these phenomena interact. The Bulgarian sample was the first to use the Work-Life Balance Scale. Regression, correlation, and one-way ANOVA studies were carried out. According to the current study, hybrid work offers a number of advantages for Bulgarian managers and staff, including high levels of work engagement and work-life balance, chances for social interactions with coworkers in the office, and the option to work from home for a portion of the week.

(Jaafar & Rahim, 2024) examined how hybrid work arrangements affect worker performance, with a particular emphasis on mediating elements like work-life balance, job satisfaction, and flexible scheduling. The study used quantitative research technique and focussed on employees of information technology (IT) organisations that had experience with or are expected to use hybrid work arrangements. The results will aid in defining the ways in which different aspects of hybrid work affect worker performance, satisfaction, and productivity. The results of this study should be useful in improving our knowledge of how different facets of employee performance in the IT industry are impacted by hybrid work settings, which might help shape future regulations and procedures in this changing environment.

H2: Work arrangement flexibility has a significant positive impact on employee engagement in hybrid work environments.

(Naqshbandi et al., 2024) investigated how working in a hybrid workplace paradigm (telework and flexible work) impacts job performance via the mediating function of work engagement, drawing on the job demands-resources (JD-R) model. Using a quantitative methodology, the authors gathered information from 277 staff members employed by Nigerian institutions. Modelling structural equations using partial least squares was used for data analysis and hypothesis testing. The results showed that job performance was significantly and favourably impacted by flexible work, not telework. Additionally, it turns out that flexible work has a favourable impact on employee engagement mediates the link between job performance and flexible work in a major way. Nevertheless, neither the impact of telework on work engagement nor the function of work engagement as a mediator in the suggested relationship between telework and job performance are supported by the results.

(Lynn, 2022) goal of this qualitative case study was to find out how employee engagement levels at a higher education institution were affected by the remote work arrangement and what changes might be made to the arrangement to have a positive effect on engagement levels. Employee surveys were divided into two categories: totally remote workers, who participated in the research in 14 cases, and

nonremote or hybrid employees, who participated in 12 cases. Giving staff members the chance to engage in worthwhile work projects outside of their regular responsibilities allowed them to succeed professionally and contribute to the organization's advantages. The research study's conclusions expand on preexisting theoretical ideas, and further suggestions for more investigation are given.

(Weideman & Hofmeyr, 2020) purposed of this study was to investigated how FWAs affect employee engagement in order to get a deeper knowledge than that which was provided in the body of current literature and to provide practitioners useful suggestions using a suggested framework. This study investigated the impact of FWAs on employee engagement using a qualitative mono method. Exploratory, qualitative data made it possible to the researchers to get fresh perspectives. 23 semi-structured in-person interviews were carried out. Eight subject matter experts and 15 employees from 6 different companies in 6 different sectors made up the respondents. A theme analysis method was used to examined the interviews. This research discovered a favourable correlation between employee engagement and FWAs. Additionally, it demonstrated that FWAs had a positive correlation with a number of employee engagement characteristics identified in the literature, with the most notable result demonstrating the favourable impact of FWAs on employee well-being.

(Proctor, 2024) looked at how employee engagement among individuals who identify as intersectional is affected by remote and hybrid flexible work arrangements. The Utrecht Work Engagement Scale (UWES), which consists of nine questions from qualitative interviews and 17 questions from quantitative surveys, was used in a mixed-methods approach. The quantitative findings did not show a substantial correlation between better employee engagement and flexible work arrangements, and the results were mixed. Although they don't show an increase in involvement, the qualitative interviews point to a favourable shift in engagement. Role ambiguity and uneven organisational regulations are two important variables that often overlook intersectional workers' identities.

H3: Employee engagement has a significant positive impact on employee performance in hybrid work environments.

(Eng et al., 2024) Many firms still insist that workers come into the conventional office, even though many workers want a hybrid workplace that blends onsite and remote work. A lack of understanding of the key elements for performance and work-life balance in hybrid employment was one reason contributing to this disparity. To investigate these determinants in 33 hybrid workers, a reflexive theme analysis was used. The findings demonstrated that, by addressing the drawbacks of both remote and onsite work settings, a hybrid work paradigm may be the best option. Combining organisational and personal tactics may result in a sustained hybrid work-life balance.

(Nagori & Lawton, 2024) looked at the main things that affect the creation of mixed work to improve staff involvement and well-being by systematically putting together 78 empirical, conceptual, or theoretical studies. The research finds five different elements, which are followed by important practice assertions that provided suggestions in the following areas: A well-appointed workspace with suitable time and work flexibility, leadership development and culture via communication and teamwork tools, stress-reduction job and task distribution, and the networks and resources to encourage staff cooperation. Improving well-being requires proper training and interventions to prevent burnout and technostress brought on by digital tasks.

(Brewer, 2024) looked at the relationships between employee personality and engagement as well as hybrid work characteristics. It also investigated if employee personality had an effect on the link between employee engagement and hybrid work characteristics. The study's target demographic consisted of American workers in the technology industry who were between the ages of

18 and 80. The information gathered from 371 participant questionnaires was assessed using correlational multiple regression methods. Analyses showed that employee engagement, hybrid work traits, and personality were unaffected by demographic information. The findings of this study could influence positive social change by illuminating the best places and methods for employees to work for maximum engagement based on personality and hybrid work characteristics; taking into account both traits and social-cognitive approaches as researchers search for methods to improve workers' working conditions.

(Rajeswari & Venugopal, 2024) goal of this research was to examine how employee engagement (EE) influences the link between employee productivity (EP) and the hybrid work model (HWM). Information was gathered from 345 IT specialists working for large corporations. PLS-SEM was used to analyse the relationship between the constructs. The results of the investigation reveal a favourable correlation between HWM and EP. Additionally, the relationship between the two variables was mediated by the concept EE. According to the findings, the hybrid model was a viable strategy that, when used carefully, may help companies and workers alike. It can also increase productivity by involving people in the company. By examining EE and EP in a mixed work situation, where few empirical research has been done to date, the study expands on its originality.

Research Gap

There are still a number of important gaps in the expanding corpus of research on employee engagement in hybrid work settings. First off, while a lot of research looks at how communication, work-life balance, and flexible scheduling affect employee engagement, little comparative study has been done across various sectors, job positions, and cultural contexts, which limits the results' wider application. Furthermore, there aren't many longitudinal studies that evaluate the durability of engagement and performance over time in hybrid contexts; instead, the majority of current research focusses on short-term effects. The little investigation of how individual differences—including motivation, personality, or intersectional identity variables like gender and socioeconomic background—affect engagement results represents another noteworthy gap. Additionally, quantitative approaches predominate in the sector, often ignoring the rich, complex insights that qualitative or mixed-methods research may provide. Despite the widespread use of theoretical models such as the Job Demands-Resources framework, these models are not sufficiently integrated with actual organisational practices, particularly in non-Western or under-represented settings. Lastly, even though better performance is often associated with employee engagement, more empirical data is required to confirm causality and comprehend the ways in which engagement affects output and organisational success in hybrid work settings.

Objectives

1. To evaluate the influence of work-life balance on employee engagement in hybrid work environments.
2. To examine the impact of work arrangement flexibility on employee engagement among hybrid workers.
3. To assess how employee engagement affects employee performance in hybrid work settings.

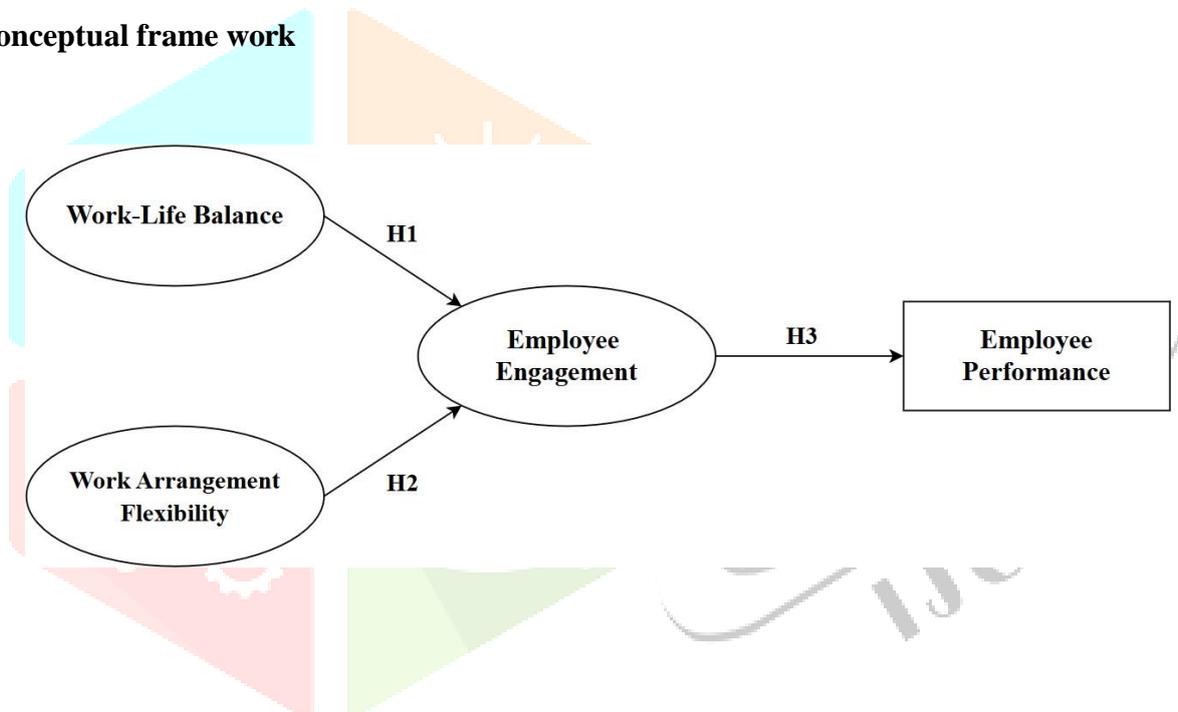
Methodology

This study evaluated how hybrid work environments affect employee engagement and performance using a quantitative research methodology. Employee engagement (EE), work-life balance (WLB), work arrangement flexibility (WAF), hybrid working model (HW), and employee performance (EP)

are the five main factors that are the focus of this study. To gauge participants' opinions and experiences with each variable, a structured questionnaire on a 5-point Likert scale—from "strongly disagree" to "strongly agree"—was used to gather data. Using common statistical formulas for big populations, a sample size of 384 respondents was established, guaranteeing enough power for statistical analysis. To guarantee that every member of the population had an equal chance of being included in the research and improving the generalisability of the results, participants were chosen using the basic random sampling approach. Structural Equation Modelling (SEM) was used as the main analytical method to look at the correlations between the variables. SEM was used because it can evaluate many correlations at once and test intricate causal models that include latent components. Through the use of standardised path coefficients and model fit indices, the study was carried out using the proper statistical tools, guaranteeing validity and reliability. This analytical approach makes it possible to conduct a thorough analysis of the ways in which work-life balance and flexible work arrangements affect employee engagement and performance in hybrid working environments.

Results

Conceptual frame work



Demographic variable

		Frequency	Percent
Gender	Male	198	51.6
	Female	186	48.4
	Total	384	100.0
Age	Under 25	72	18.8
	26-35	70	18.2
	36-45	80	20.8
	26-55	91	23.7
	56+	71	18.5
	Total	384	100.0
	High School	82	21.4

Educational level	Diploma	71	18.5
	Bachelor's	84	21.9
	Master's	73	19.0
	Doctorate	74	19.3
	Total	384	100.0
Employment Status	Full-time	80	20.8
	Part-time	101	26.3
	Contractual	101	26.3
	Freelance	102	26.6
	Total	384	100.0
Work Experience	Less than 1 year	91	23.7
	1–5 years	93	24.2
	6–10 years	99	25.8
	11+ years	101	26.3
	Total	384	100.0
Preferred Work Arrangement	Fully remote	138	35.9
	Hybrid	117	30.5
	Onsite	129	33.6
	Total	384	100.0

The people who answered this study's questions came from a wide range of backgrounds and demographics. There were 384 people who took part, with about an equal number of men and women. There were 198 men (51.6%) and 186 women (48.4%). The age distribution shows that there is a good mix of people of all ages: 18.8% are under 25, 18.2% are between 26 and 35, 20.8% are between 36 and 45, 23.7% are between 46 and 55, and 18.5% are 56 or older. This shows that there are people of all ages, from younger to older. The sample is very diversified when it comes to education: 21.4% have finished high school, 18.5% have diplomas, 21.9% have bachelor's degrees, and 38.3% have finished postgraduate studies (19.0% have master's degrees and 19.3% have doctorates). This shows that the participants have a wide range of academic backgrounds. Twenty percent of people are employed full-time, while the rest are doing part-time (26.3%), contract (26.3%), or freelance (26.6%) employment. This shows that there are a lot of different types of jobs available. In terms of work experience, 23.7% of participants have less than a year of experience, 24.2% have 1 to 5 years, 25.8% have 6 to 10 years, and 26.3% have more than 11 years. This shows that there is a good mix of people who are just starting out in their careers and people who have been in their careers for a long time. 35.9% of people prefer to work totally remotely, 30.5% prefer hybrid models, and 33.6% prefer to work on-site. This shows that people have a wide range of workplace preferences. This diverse sample of people makes the study's results more useful for people of all ages, educational levels, and jobs.

Table 1 Internal Consistency and Convergent Validity

Constructs	Cronbach's Alpha	Composite Reliability	AVE
Work-Life Balance	0.850	0.8101	0.63853
Work Arrangement Flexibility	0.852	0.8391	0.70613
Hybrid Working Model	0.864	0.8189	0.65733
Employee Engagement	0.854	0.8148	0.64852
Employee Performance	0.835	0.7958	0.61028

The reliability and validity scores for each construct show that the assessment method is strong and consistent. The Cronbach's Alpha values for all constructs are higher than the acceptable level of 0.70. They range from 0.835 for Employee Performance to 0.864 for the Hybrid Working Model. This shows that each construct has a high level of internal consistency. The Composite Reliability (CR) values are also all above the suggested level of 0.70, with Work Arrangement Flexibility having the highest value of 0.8391. This shows that the internal structure of the constructs is reliable. The Average Variance Extracted (AVE) values are likewise higher than the minimum allowed level of 0.50, with Employee Performance having an AVE of 0.61028 and Work Arrangement Flexibility having an AVE of 0.70613. This shows that the convergent validity is good. All of these results show that the measurement model is both reliable and valid. This gives us a strong base for later hypothesis testing and structural analysis.

Hypothesis development

Hypothesis	Relationship		Estimate	C.R.	Sig. P-Value	Results
H1	Work-Life Balance	----> Employee Engagement	0.682	18.250	***	Accepted
	Employee Engagement	----> Employee Performance	0.704	18.259	***	Accepted
	Work-Life Balance	----> Employee Performance	0.175	4.551	***	Accepted
H2	Work Arrangement Flexibility	----> Employee Engagement	0.623	11.967	***	Accepted
	Employee Engagement	----> Employee Performance	0.751	12.280	***	Accepted
H3	Work Arrangement Flexibility	----> Employee Performance	0.117	12.280	***	Accepted
	Employee Engagement	----> Employee Performance	0.925	13.882	***	Accepted

➤ **H1: Work-life balance has a significant positive effect on employee engagement in hybrid work environments.**

Hypothesis 1 says that Work-Life Balance has a big impact on both Employee Engagement and Employee Performance. The results corroborate this hypothesis, revealing that Work-Life Balance has a positive effect on Employee Engagement with a strong estimate of 0.682 and a critical ratio (C.R.) of 18.250, which means the link is very strong ($p < 0.001$). Also, Employee Engagement has a big effect on Employee Performance, with an estimate of 0.704 (C.R. = 18.259, $p < 0.001$), which shows that engagement is a middle factor. Also, Work-Life Balance has a direct favourable effect on how well employees do their jobs (estimate = 0.175, C.R. = 4.551, $p < 0.001$). All of these results show that Work-Life Balance is very important for improving both employee engagement and performance.

➤ **H2: Work arrangement flexibility has a significant positive impact on employee engagement in hybrid work environments.**

Hypothesis 2 looks at how flexible work arrangements affect employee engagement and performance. The results substantially support this idea. Work Arrangement Flexibility has a big effect on Employee Engagement, with a C.R. of 11.967 and an estimate of 0.623 ($p < 0.001$). Employee Engagement, in turn, has a big effect on Employee Performance (estimate = 0.751, C.R. = 12.280, $p < 0.001$). Work Arrangement Flexibility also directly improves Employee Performance, with an estimate of 0.117 (C.R. = 12.280, $p < 0.001$). These data show that giving employees more flexible work options leads to better engagement and performance.

➤ **H3: Employee engagement has a significant positive impact on employee performance in hybrid work environments.**

Hypothesis 3 looks on the direct link between Employee Engagement and Employee Performance. The analysis shows that there is a strong and statistically significant positive effect, with an estimate of 0.925 and a C.R. of 13.882 ($p < 0.001$). This shows how important employee engagement is as a strong motivator of performance, which is why it is so important for organisations to succeed.

Table 2 DISCRIMINANT VALIDITY TEST

	Employee Performance	Work-Life Balance	Work Arrangement Flexibility	Hybrid Working Model	Employee Engagement
Employee Performance	0.788				
Work-Life Balance	0.723	0.772			
Work Arrangement Flexibility	0.657	0.728	0.798		
Hybrid Working Model	0.690	0.769	0.685	0.790	
Employee Engagement	0.449	0.450	0.387	0.383	0.744

The correlation matrix shows that all of the constructs studied have strong and positive links with each other. Work-Life Balance (0.723), Work Arrangement Flexibility (0.657), and the Hybrid Working Model (0.690) all have substantial relationships with Employee Performance. This means that these elements are closely linked to better performance outcomes. There is also a substantial link between Work-Life Balance and the Hybrid Working Model (0.769) and Work Arrangement Flexibility (0.728), which suggests that flexible work circumstances and work-life harmony are closely related. At the same time, Work Arrangement Flexibility is highly linked to both Work-Life Balance (0.728) and the Hybrid Working Model (0.685). Employee Engagement has relatively weak correlations with the other constructs, with values ranging from 0.383 to 0.450. However, it is still positively associated to each of them, which shows that it is a key mediating element. All of the diagonal values (in bold) are the square roots of AVE for each construct and are higher than the inter-construct correlations for those constructs. This shows that the discriminant validity is good.

Discussion

The findings of this study give us a full picture of how work-life balance, flexible work arrangements, employee engagement, and employee performance all affect each other in hybrid work settings. The results clearly show that a good work-life balance makes employees far more engaged, with a strong direct link between the two. Also, this idea has a good effect on staff performance, both directly and indirectly through involvement. This dual effect shows that workers who successfully balance their

work and personal life are more likely to be engaged and do well at work. The indirect link shows how engagement can operate as a middleman. It shows that living a balanced life directly leads to improved performance, but its effects are even stronger when it leads to more motivation and interest in one's work. Flexibility in work arrangements was also found to be an important factor in engagement and performance. Employees are more likely to feel empowered and engaged when they have the choice to work from home or in a hybrid setting. This higher level of engagement leads to better performance results. Flexibility also had a direct effect on performance, showing that logistical freedom alone can make people more productive, in addition to emotional or motivational considerations. These results show that flexible work patterns are becoming more important in today's digitally-driven, post-pandemic workplace. The study also found that employee engagement has a big, direct effect on performance, which supports its position as an important psychological mechanism that turns organizational practices into real results. Employees who are engaged, which means they are enthusiastic, committed, and focused on their work, are more likely to go above and beyond in their jobs, which naturally leads to better performance indicators. The measuring model had strong internal consistency, with all of Cronbach's Alpha and Composite Reliability scores being higher than 0.70. This means that the constructs are reliable. The Average Variance Extracted (AVE) values were also higher than the 0.50 threshold, which showed that the convergent validity was strong. The discriminant validity results also supported the model. The AVE square root of each construct was higher than its correlation with other constructs, which means that each one measured a different idea but was nonetheless meaningfully linked to the others. Even though employee engagement had slightly weaker ties with the other constructs than the relationships between the other variables, its positive links across the board and great predictive power make it clear that it is the most important part of the hybrid work model. These results all point to the same thing: a well-balanced, flexible work environment is necessary for getting employees involved, which leads to better performance. This shows how important it is for companies to invest in tactics that support work-life balance and flexible arrangements, not only as bonuses, but as key factors in the success of firms that use hybrid work.

Conclusion

In summary, the findings of this research provide convincing evidence about the critical significance of work-life balance and the flexibility of work arrangements as essential aspects for boosting employee engagement and performance in hybrid work settings. According to the findings, not only do work-life balance and flexible work arrangements contribute directly to increased employee performance, but they also contribute indirectly by promoting greater levels of engagement among workers. This is how the results demonstrate that both of these factors contribute. The function that engagement plays as a mediator has brought to light the ways in which these organizational practices translate into measurable benefits in terms of productivity and effectiveness. The trust in these results is further strengthened by the thorough validation of the measurement model, which was accomplished via the use of robust reliability and validity measures. The increasing popularity of hybrid work models necessitates that employers acknowledge the need of fostering a good balance between the personal and professional lives of their workers, in addition to providing flexible work alternatives, in order to maintain motivation and commitment. Prioritizing these aspects ultimately results in the creation of an empowered workforce that is more likely to offer higher performance, as well as increased levels of engagement and productivity. It will be essential for businesses that want to succeed in the contemporary period and keep a competitive edge to adopt workplace rules that are both flexible and helpful. This is because the nature of work is always changing, and it will continue to do so.

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