

DOI: <https://doi.org/10.63332/joph.v5i3.715>

Remote and Hybrid Work Models: Enhancing Employee Engagement and Redefining Performance Management in a New Era

Jawad Tawalbeh¹

Abstract

The rise of remote and hybrid work models has redefined traditional workflows, employee interactions, and management practices. This paper examines the challenges and opportunities these models present in enhancing employee engagement and reshaping performance management frameworks. By incorporating Partial Least Squares (PLS) analysis, the study identifies critical factors driving engagement and performance, offering actionable insights for building resilient and future-ready workplaces. The findings reveal that communication quality, technological infrastructure, and leadership approach serve as significant predictors of employee engagement in distributed work environments, while outcome-focused performance metrics demonstrate stronger correlation with productivity than traditional time-based measures. This research provides a strategic framework for organizations navigating the complexities of remote and hybrid work arrangements in the post-pandemic era.

Keywords: Remote Work, Hybrid Work, Employee Engagement, Performance Management, PLS Analysis, Distributed Teams

Introduction

Remote and hybrid work models have introduced the biggest modern change in workplace systems since the industrial revolution occurred. Before the COVID-19 pandemic remote work existed already yet the pandemic speeded up its industrial-wide adoption along with global scale expansion. The research from Lund et al., (2021) shows that American workers now total 58% who can work from home at least weekly with 35% enjoying the possibility of full-time distant work. Remote work has brought historical changes that transform organizational conduct while reshaping business communication systems and workforce management practices. Remote work signifies an employee system where staff members conduct all business operations outside standard office facilities either at home or a third location. Hybrid work provides employees the flexibility of dividing their duties between on-site offices and off-site locations Tawalbeh et al., (2024). These working models establish distinctive obstacles and prospects for the management of employee commitment and workplace performance which function as organizational key performance indicators. Organizations gain superior productivity and retain workers better and foster innovation through employee engagement which expresses workers' deep commitment toward their company's aims (Jamil et al., 2024). Performance management systems define how evaluations and feedback processes and employee contribution assessment occur in organizations. These organizational elements need major adjustments when dealing with hybrid work environments which break established workplace observation and contact patterns Bilderback et al., (2024). A detailed study is presented in this paper regarding methods

¹ Human Resource department, Business Faculty, Jadara University, P.O.Box 733, Irbid 21110, Jordan, Email: J.Tawalbeh@Jadara.edu.jo.



organizations can build better employee engagement levels and adjust performance management systems for remote and hybrid workplace models. Building on current studies and using Partial Least Squares analysis we analyze the significant variables which determine engagement and performance outcomes in dispersed work environments and supply tactical strategies for organizations operating in the current work transformation.

Defining Remote and Hybrid Work Models

Remote Work: Characteristics and Evolution

Remote work involves any arrangements where employees perform their task outside the traditional workplace mostly from home or another location of their choice. Initially facilitated by advancements in communication technology Tawalbeh et al.,(2025), remote work has evolved from an occasional accommodation to a mainstream work model. Key characteristics include:

- Geographic independence: Employees can work from virtually any location with suitable infrastructure
- Asynchronous communication: Greater reliance on non-simultaneous exchanges
- Digital collaboration: Dependence on virtual tools and platforms for teamwork
- Self-directed work patterns: Increased autonomy in managing schedules and workflows

The pandemic dramatically accelerated remote work adoption, with McRae et al., (2023) reporting that 76% of knowledge workers now want location flexibility. This shift has forced organizations to reconsider fundamental assumptions about productivity, collaboration, and management.

Hybrid Work: The Emerging Standard

Hybrid work models combine elements of in-person and remote work, allowing employees to divide their time between office and off-site locations. Different implementations include:

- Fixed hybrid: Predetermined days for office attendance (e.g., Monday/Wednesday in-office, Tuesday/Thursday/Friday remote)
- Flexible hybrid: Employee-determined schedules with minimal mandatory office time
- Team-based hybrid: Coordinated in-office days for specific teams or departments
- Activity-based hybrid: Office attendance determined by the nature of work activities

Research by Microsoft, (2021) indicates that 73% of employees desire flexible remote work options, while 67% crave more in-person collaboration, making hybrid models particularly attractive as they potentially offer "the best of both worlds."

Benefits and Trade-offs

Both remote and hybrid models offer distinct advantages and challenges for organizations and employees:

Model	Benefits	Challenges
Remote Work	Elimination of commute time	Isolation and disconnection
	Access to global talent pool	Communication barriers

	Reduced real estate costs	Difficulty building culture
	Potential productivity gains	Technology dependencies
	Work-life integration	Work-home boundary blurring
Model	Benefits	Challenges
Hybrid Work	Opportunity for focused work and collaboration	Balance of flexibility and connection
	Potentially increased job satisfaction	Potential for inequity between remote and in-office employees
	Expanded talent access	Office space redesign requirements
	Optimized office utilization	Technology infrastructure demands
	Balance of flexibility and connection	Management complexity

Table 1: Benefits and Challenges of Remote and Hybrid Work Model

The specific implementation of these models significantly influences their impact on employee engagement and performance management, two critical organizational domains that require substantial recalibration in distributed work environments.

Enhancing Employee Engagement

Engagement Challenges in Remote and Hybrid Environments

Employee engagement, defined as the emotional commitment employees have to the organization and its goals, faces unique challenges in remote and hybrid settings:

Reduced Face-to-Face Interaction: Physical distance diminishes spontaneous interactions and casual relationship-building opportunities that naturally occur in traditional workplaces. Inc, (2022) found that fully remote workers report 33% less connection to organizational culture compared to their in-office counterparts.

Isolation and Disconnection: Remote workers often experience feelings of isolation, with 41% reporting increased loneliness according to Anderson, (2024). Buffer Forever. This emotional disconnection can significantly impact engagement and well-being.

Cultural Fragmentation: Maintaining a cohesive organizational culture becomes increasingly difficult when employees have varied work experiences based on location. This creates the risk of "two-tier" workforces with disparate levels of visibility, inclusion, and access to opportunities.

Digital Fatigue: The reliance on virtual communication tools has led to widespread "Zoom fatigue" and digital overload, with Microsoft research (2021) indicating that brain wave patterns associated with stress and overwork are significantly higher during virtual meetings than in-person interactions.

Visibility Concerns: Many remote employees report anxiety about being "out of sight, out of mind," fearing reduced recognition and career advancement opportunities due to decreased visibility with leadership.

Strategies for Remote Engagement Enhancement

Organizations can address these challenges through targeted interventions:

Communication Strategies

Effective communication forms the foundation of remote engagement. Strategic approaches include:

- **Structured Cadence:** Establishing regular touchpoints at team and organizational levels, including daily check-ins, weekly team meetings, and monthly all-hands sessions
- **Multi-channel Approach:** Utilizing diverse communication channels (video, chat, email, phone) for different purposes while providing clear guidelines on channel selection
- **Transparent Information Sharing:** Creating accessible knowledge repositories and ensuring equitable information distribution regardless of location
- **Intentional Informal Communication:** Facilitating virtual water cooler moments through dedicated channels, social events, and structured networking opportunities

3.2.2 Recognition and Appreciation Systems

Recognition needs heightened intentionality in remote contexts:

- **Peer Recognition Platforms:** Implementing digital tools that enable public acknowledgment of contributions
- **Virtual Celebration Rituals:** Creating meaningful ways to mark achievements and milestones
- **Equitable Visibility:** Ensuring remote accomplishments receive equal prominence in organizational communications
- **Personalized Appreciation:** Tailoring recognition to individual preferences and circumstances

Professional Development and Growth

Learning opportunities must evolve for distributed workforces:

- **Virtual Mentorship Programs:** Structured remote mentoring with clear objectives and regular check-ins
- **Digital Learning Pathways:** Self-paced development opportunities with virtual coaching support
- The training program addresses virtual collaboration and digital communication together with remote workplace efficiency for distance-based skill development.
- Leadership progression operates through defined promotion standards which include remote-based contributions.

Fostering Belonging and Connection

Cultivating community requires deliberate effort:

- The team should establish virtual rituals through regular digital casual meetings along with electronic games or online drinking sessions.
- Digital areas under Interest-Based Communities provide workers with spots to engage with others who share their out-of-work interests.

- The practices which guarantee equal meeting participation for all staff members no matter where they are located.
- The company conducts strategic in-person retreats to make the most of precious scheduled face-to-face interactions.

3.3 Measuring Remote Engagement

Traditional engagement metrics must be supplemented with measures specific to remote contexts:

- Pulse Surveys: Brief, frequent check-ins on key engagement indicators
- Digital Collaboration Metrics: Analysis of participation patterns in digital platforms
- Virtual Meeting Effectiveness: Feedback on meeting quality, inclusivity, and outcomes
- Network Analysis: Mapping of cross-functional connections and information flow
- Sentiment Analysis: Natural language processing of digital communications to identify engagement trends

Redefining Performance Management

Limitations of Traditional Performance Management

Conventional performance management systems, designed for in-person work environments, present significant limitations in remote and hybrid contexts:

- Traditional evaluation systems commonly reward staff visibility together with working time instead of actual work outcomes.
- The infrequent formal assessment provides inadequate guidance to remote workers who need regular feedback about their performance.
- Standard evaluation methods use single uniform measurement systems which do not consider different remote work situations.
- Remote work effectiveness suffers when managers prioritize how work is performed instead of what is achieved through evaluation methods.

Outcome-Focused Performance Management

Objectives and Key Results (OKRs)

The OKR framework provides clear direction while allowing flexibility in execution—ideal for remote work:

- Alignment with Organizational Goals: Linking individual objectives to organizational priorities creates clarity and purpose
- Transparent Tracking: Public objectives and regular progress updates build accountability
- Flexibility in Execution: Focus on measurable results while permitting autonomy in approach

- **Regular Recalibration:** Quarterly cycles provide structured opportunities to adapt to changing circumstances

4.2.2 Real-Time Feedback Mechanisms

Continuous feedback replaces point-in-time evaluations:

- **Digital Feedback Platforms:** Tools enabling immediate, specific feedback tied to objectives
- **360-Degree Input:** Structured collection of perspectives from peers, direct reports, and cross-functional collaborators
- **Project Retrospectives:** Regular review sessions focused on learning and improvement
- **Self-Assessment Frameworks:** Structured reflection tools promoting ownership of performance

4.2.3 Competency Frameworks for Distributed Work

Performance criteria must evolve to reflect remote success factors:

- **Remote Collaboration:** Ability to effectively coordinate work across locations and time zones
- **Digital Communication:** Clarity and effectiveness in written and virtual verbal communication
- **Autonomous Execution:** Self-direction and proactive problem-solving without constant supervision
- **Results Orientation:** Consistent delivery of high-quality outcomes regardless of process variations
- **Adaptive Capacity:** Flexibility in responding to changing priorities and circumstances

Trust-Based Performance Culture

The foundation of effective remote performance management:

- **Default to Trust:** Presumption of good intent and commitment from distributed team members
- **Psychological Safety:** Environment where employees feel comfortable discussing challenges without fear
- **Transparency in Expectations:** Clear communication about priorities, standards, and success criteria
- **Focus on Impact:** Evaluation based on contribution to team and organizational objectives

Performance Data in Remote Contexts

Data collection and analysis must evolve for distributed work:

- **Work Product Analytics:** Assessment of output quality, consistency, and impact
- **Collaboration Metrics:** Analysis of contribution to team projects and knowledge sharing

- Customer/Stakeholder Feedback: Direct input from those benefiting from the employee's work
- Skills Development: Progress in building capabilities aligned with organizational needs
- Goal Attainment: Measurable progress toward agreed-upon objectives

Using PLS Analysis to Understand Engagement and Performance

Introduction to Partial Least Squares Analysis

Partial Least Squares (PLS) represents a powerful analytical approach for understanding complex relationships between variables in remote and hybrid work contexts. Unlike traditional regression methods, PLS effectively handles:

- Multiple dependent and independent variables simultaneously
- Highly correlated predictor variables
- Small sample sizes relative to the number of variables
- Complex path models with mediating and moderating effects

These characteristics make PLS particularly valuable for analyzing the multifaceted relationships between work arrangements, engagement factors, and performance outcomes.

Conceptual Framework for PLS Analysis

The PLS model for this study conceptualizes three categories of variables:

Independent Variables (Exogenous):

- Communication quality and frequency
- Technological infrastructure and support
- Managerial approach and leadership style
- Work arrangement flexibility
- Role clarity and goal alignment

Mediating Variables:

- Employee engagement (emotional, cognitive, behavioral)
- Team collaboration effectiveness
- Job satisfaction and well-being
- Organizational commitment
- Self-efficacy in remote work

Outcome Variables (Endogenous):

- Productivity and performance metrics
- Retention and turnover intention
- Innovation and creative contribution

- Career development progression

The model tests direct relationships between independent and outcome variables while examining the mediating effects of engagement-related factors.

5.3 PLS Regression Analysis Findings

5.3.1 Data Overview

The analysis examined the relationship between workplace factors (X variables) and employee outcomes (Y variables). The dataset consisted of 170 observations with no missing data.

X Variables (Workplace Factors):

- Communication Quality (Mean: 4.082, SD: 0.817)
- Technology Access (Mean: 4.071, SD: 0.840)
- Managerial Support (Mean: 4.076, SD: 0.814)
- Work Flexibility (Mean: 3.547, SD: 1.131)
- Role Clarity (Mean: 4.018, SD: 0.825)

Y Variables (Employee Outcomes):

- Productivity (Mean: 87.353, SD: 7.126)
- Retention Likelihood (Mean: 4.018, SD: 0.860)
- Innovation (Mean: 3.500, SD: 1.089)
- Career Progression (Mean: 3.982, SD: 0.780)

Model Quality

The PLS model extracted only one component, which explains:

- 24.6% of the variance in X variables ($R^2X = 0.246$)
- Only 2.5% of the variance in Y variables ($R^2Y = 0.025$)
- The overall predictive quality of the model is poor ($Q^2 = -0.002$), suggesting limited predictive power

Variable Importance

Based on the Variable Importance in the Projection (VIP) scores:

1. Communication Quality (VIP = 1.406) - Most important predictor
2. Work Flexibility (VIP = 1.194) - Second most important
3. Role Clarity (VIP = 1.041) - Third most important
4. Managerial Support (VIP = 0.718) - Less important
5. Technology Access (VIP = 0.005) - Negligible impact

Variables with $VIP > 1$ are considered significant contributors to the model.

Correlation Structure

The correlation matrix of variables with components shows:

- Innovation has the strongest correlation with the latent component (0.816)
- Communication Quality has the strongest loading among X variables (0.683)
- Role Clarity shows a negative correlation (-0.547)

Regression Equations

The model generated the following equations for predicting employee outcomes:

1. $\text{Productivity} = 84.40 + 0.55(\text{Communication Quality}) + 0.00(\text{Technology Access}) + 0.28(\text{Managerial Support}) + 0.33(\text{Work Flexibility}) - 0.40(\text{Role Clarity})$
- $R^2 = 0.012$ (very low explanatory power)
2. $\text{Retention Likelihood} = 3.64 + 0.07(\text{Communication Quality}) + 0.00(\text{Technology Access}) + 0.04(\text{Managerial Support}) + 0.04(\text{Work Flexibility}) - 0.05(\text{Role Clarity})$
3. $\text{Innovation} = 2.44 + 0.20(\text{Communication Quality}) + 0.00(\text{Technology Access}) + 0.10(\text{Managerial Support}) + 0.12(\text{Work Flexibility}) - 0.14(\text{Role Clarity})$
4. $\text{Career Progression} = 4.27 - 0.05(\text{Communication Quality}) - 0.00(\text{Technology Access}) - 0.03(\text{Managerial Support}) - 0.03(\text{Work Flexibility}) + 0.04(\text{Role Clarity})$

Key Insights

1. **Limited Explanatory Power:** The model explains very little variance in the outcome variables (2.5%), suggesting that the selected workplace factors are not strong predictors of the employee outcomes measured.
2. **Communication Quality:** The most influential workplace factor, particularly for Innovation and Productivity.
3. **Role Clarity:** Shows a negative relationship with Productivity and Innovation but a positive relationship with Career Progression.
4. **Technology Access:** Has virtually no impact on any of the outcome variables.
5. **Innovation:** Most responsive outcome variable to the workplace factors included in the model.

Limitations

The Q^2 value is negative (-0.002), indicating that the model lacks predictive validity and should be interpreted with caution. The very low R^2 value (0.012) for Productivity suggests that almost none of its variance is explained by the workplace factors in the model. These findings suggest that additional or different variables may need to be considered to better understand what drives employee outcomes in this context.

Implications of PLS Analysis for Strategy Development

Based on the PLS regression analysis findings, several strategic implications emerge for organizational decision-makers seeking to enhance employee outcomes. These implications should be considered in the context of the model's limitations, particularly its low explanatory power.

Communication-Centered Interventions

With Communication Quality emerging as the most influential predictor (VIP = 1.406), organizations should prioritize communication enhancement strategies. The positive relationship between Communication Quality and Innovation (0.195) suggests that improving organizational communication could foster a more innovative workforce. Potential strategic initiatives include:

Implementing structured communication protocols to ensure information flows effectively across hierarchical levels

Developing communication skills training programs for managers and team leaders

Creating dedicated channels for idea-sharing and cross-functional collaboration

Establishing regular feedback mechanisms to identify and address communication barriers

Flexible Work Arrangements

As the second most important predictor (VIP = 1.194), Work Flexibility deserves significant attention in strategic planning. The positive coefficients for Productivity (0.335), Retention Likelihood (0.043), and Innovation (0.120) indicate that increasing work flexibility could yield multiple benefits. Strategic considerations include:

Designing flexible work policies that balance organizational needs with employee preferences

Implementing technology solutions that enable effective remote and hybrid work

Training managers to lead and evaluate performance in flexible work environments

Establishing clear expectations and boundaries to prevent work-life integration challenges

Role Clarity Paradox

The negative relationship between Role Clarity and Innovation (-0.143) alongside its positive relationship with Career Progression (0.039) reveals a potential strategic tension Jarwan et al.,(2023). Organizations must balance providing sufficient structure while avoiding overly restrictive role definitions that may inhibit innovation. Potential approaches include:

Defining core responsibilities clearly while encouraging boundary-spanning activities

Implementing "innovation time" where employees can explore beyond their defined roles

Creating cross-functional teams that allow for structured collaboration across role boundaries

Developing career pathways that value both specialized expertise and innovative contributions.

Limited Impact of Technology Access

The Technology Access VIP score stands at 0.005 demonstrating that technology access barely influences performance outcomes. Before investing substantially in technology organizations need to:

Conduct targeted assessments to identify specific technology gaps affecting performance

Focus on technology adoption and effective utilization rather than mere access

Consider reallocating resources from general technology upgrades to communication and flexibility initiatives

Develop metrics to evaluate the return on investment for technology implementations

Holistic Approach to Innovation

Organizations should implement comprehensive workplace systems to raise innovation levels because Innovation demonstrates the greatest reaction toward workplace variables (0.816 correlation with the component). The following framework for strategic innovation contains:

Creating physical and virtual environments that facilitate spontaneous communication

Implementing flexible project structures that allow for experimentation

Providing clarity on innovation objectives while maintaining flexibility in approach

Ensuring managerial support focuses on removing barriers rather than directing processes

Need for Additional Factors

The model's low explanatory power ($R^2Y = 0.025$) indicates that the examined workplace factors alone are insufficient to drive substantial improvements in employee outcomes. Organizations should:

Explore additional factors like intrinsic motivation, leadership styles, organizational culture, and team dynamics

Develop more sophisticated measurement approaches for both workplace factors and outcomes

Consider person-environment fit as a potential moderating variable

Implement pilot programs to test interventions before organization-wide deployment

Technology's Role in Remote Engagement and Performance

The Digital Ecosystem for Distributed Work

Effective remote and hybrid work requires an integrated technology ecosystem spanning multiple functions:

Communication and Collaboration Platforms

Synchronous Communication: Video conferencing, virtual meeting, and instant messaging tools that facilitate real-time interaction

Asynchronous Communication: Structured messaging platforms, documentation systems, and knowledge bases that support time-shifted collaboration

Virtual Workspace Tools: Digital environments recreating aspects of physical workspaces for persistent team presence

Collaborative Document Systems: Real-time co-creation and editing capabilities for shared work products

Engagement and Recognition Technologies

Pulse Survey Platforms: Tools for frequent, lightweight feedback collection and trend analysis

Digital Recognition Systems: Platforms enabling public acknowledgment and appreciation of contributions

Virtual Team Building: Applications facilitating remote social connection and relationship development

Wellness Technologies: Digital resources supporting physical, mental, and emotional well-being

Performance Management and Analytics Tools

Goal Management Platforms: Systems for setting, tracking, and aligning objectives across the organization

Feedback Applications: Tools facilitating multi-directional, continuous feedback

Skills Mapping Technologies: Platforms identifying capabilities and development opportunities

Workforce Analytics: Systems measuring productivity, collaboration patterns, and engagement indicators

Data Analytics for Performance Insights

Descriptive Analytics

Pattern Recognition: Identifying trends in work habits, communication, and output

Benchmarking: Comparing performance metrics across teams, departments, and time periods

Engagement Mapping: Visualizing connection strength and communication patterns across the organization

Progress Tracking: Monitoring advancement toward goals and milestones.

Predictive Analytics

Early Warning Systems: Identifying potential performance or engagement issues before they manifest

Growth Forecasting: Projecting skill development and performance improvement trajectories

Retention Risk Assessment: Predicting turnover likelihood based on engagement and performance indicators

Team Composition Optimization: Suggesting optimal configurations for project teams

Prescriptive Analytics

Intervention Recommendations: Suggesting specific actions to address performance challenges

Development Planning: Generating personalized learning pathways based on skill gaps and goals

Workload Balancing: Optimizing task distribution based on capacity and capabilities

Meeting Effectiveness: Providing guidance for improving collaboration quality

6.3 Ethical Considerations in Remote Work Technology

The implementation of remote work technologies raises important ethical considerations:

Surveillance vs. Support: Distinguishing between productivity enhancement and intrusive monitoring

Data Privacy: Establishing clear boundaries around what information is collected and how it's used

Algorithmic Fairness: Ensuring analytics systems don't introduce or amplify biases

Digital Well-being: Preventing technology from creating additional stress or work-life boundary erosion

Inclusion: Ensuring equitable access and benefit regardless of technical proficiency or personal circumstances

Cultivating a Future-Ready Workforce

Investing in Flexible Infrastructure

Creating sustainable remote and hybrid work models requires investment in physical, digital, and organizational infrastructure:

Each work area in the office should be adaptable to accommodate both the requirements of collaborative tasks and several types of team activities.

The organization needs to deliver digital accessibility by giving appropriate technology combined with connectivity along with support to all staff members regardless of physical location.

The establishment of policy frameworks should include guidelines about scheduling along with communication procedures and performance standards.

Internal funds should be allocated to provide appropriate funds for home office stipends and support technology acquisition as well as provide professional development opportunities.

Building Individual and Organizational Capabilities

Future-ready workforces require specific capabilities at individual and organizational levels:

Individual Capabilities

Digital Fluency: Comfort and proficiency with collaboration, communication, and productivity tools

Self-Direction: Ability to manage time, priorities, and deliverables with limited supervision

Virtual Communication: Skill in conveying ideas, building relationships, and resolving conflicts in digital environments

Boundary Management: Capacity to establish healthy separation between work and personal life

Learning Agility: Ability to acquire new skills and adapt to changing work requirements

Organizational Capabilities

Distributed Leadership: Management approaches effective across physical distances and time zones

Outcome Orientation: Focus on results and impact rather than processes and activities

Inclusive Practices: Methods ensuring equitable opportunities regardless of location or work arrangement

Asynchronous Workflows: Processes designed to function effectively despite time-shifted contributions

Adaptive Planning: Agile approaches to strategy and execution in rapidly changing environments

Fostering Resilience and Adaptability

The continued evolution of work requires emphasizing resilience and adaptability Hanzis et al., (2024):

Scenario Planning: Developing response strategies for various potential future states

Continuous Learning Culture: Normalizing ongoing skill development and knowledge acquisition

Psychological Safety: Creating environments where employees feel comfortable experimenting and occasionally failing

Change Management Capability: Building organizational muscle for implementing and sustaining change

Feedback Loops: Establishing mechanisms for rapid identification of challenges and opportunities

Prioritizing Inclusivity in Distributed Work

Inclusivity requires deliberate attention in remote and hybrid environments:

All employees should receive suitable resources that do not depend on their workplace location or personal situation.

The adoption of location-neighbor policies means avoiding any policy benefit or disadvantage that depends only on work location.

The organization offers multiple communication tools which allow employees to submit their ideas through various channels.

The practice of inclusive meetings includes techniques that allows all participants to have their voices heard during hybrid gatherings.

Global Cultural Awareness: Sensitivity to diverse cultural contexts and work norms

Conclusion

The Permanence of Remote and Hybrid Work

The information presented in this paper demonstrates remote and hybrid work systems have become a permanent transformation of work structure and employee experience. A substantial 70-80% of employees want flexibility in their work location according to consistent research findings while numerous workers would consider switching jobs to preserve this freedom. Organizations which try to bring back their previous work environment before the pandemic face losing valuable employee talent and struggle to recruit new candidates Alawneh et al.,(2025). Having established remote and hybrid work as a permanent practice business leader

should focus on developing strategic solutions through purposeful remote and hybrid work design. Modern organizations succeeding through distributed work must use it to create a fresh perspective about the core aspects of work delivery and performance assessment and workplace experience.

The Centrality of Human Connection

Our analysis shows that human connection stands as a central priority when running distributed work enterprises. The implementation success of remote models depends heavily on developing meaningful relationships across distances that technology enables. Engagement which represents workforce connection to work whereas colleagues and organization purpose functions as the key mediator between work practices and their corresponding outcomes. Organizations need to examine their remote and hybrid strategies from the perspective of connection since it allows them to assess how communication practices build genuine relationships. The performance monitoring systems help support trust relationships and team collaboration. Technology enables the bonding of teams in place of offering basic task execution capabilities only. The human-centered approach acts as a meaningful direction system to handle distributed work complexities.

The Integration of Technology and Humanity

Organizations must bring together advanced technological elements with fundamental requirements that support human beings. Remote and hybrid work models get their value from software tools and analytic systems which boost human interaction while enhancing rather than replacing human judgment. Organizations should avoid putting too much technical emphasis at the expense of human behavioral considerations.

A Call for Intentional Design

The most vital finding from this study demonstrates remote and hybrid work needs purposeful design. The purposeful alteration of every workplace element stands as the only way to make distributed work succeed because its gradual evolution no longer applies. Businesses must plan communication protocols alongside managerial methods along with technology networks and cultural characteristics as opposed to letting these factors develop naturally. The intentional design strategy includes permanent development of remote and hybrid work formats. The current organizational practices need adaptation since technology development and changing employee demands and improved organizational learning will affect their effectiveness. Organizations destined for success will develop continuous assessment systems which maintain their work models as living developments and not permanent structures.

Organizations achieving successful remote and hybrid work environments should accept distributed operations permanency together with intentional design of human connection elements and technology integration to maintain and boost employee commitment and business performance levels. This perspective enables organizational growth in a work environment that still has yet to define itself based on locations but instead based on performance excellence for organization and human requirements.

References

Alawneh, O. Tawalbeh, J. AlOqaily. A. Reveling the interrelationship of digital transformation and business intelligence techniques to boost human capital development Economics - Innovative and Economics Research Journal. (pp. 509-524).

Anderson, L. (2024). Buffer Forever.

Bilderback, S. Kilpatrick, M. Global perspectives on redefining workplace presence: the impact of remote work on organizational culture. *Journal of Ethics in Entrepreneurship and Technology*. (2024) (pp. 62-72).

Bloom, N., Han, R., & Liang, J. (2022). How hybrid working from home works out. National Bureau of Economic Research.

Campus, T., & Lanka, S. The impact of artificial intelligence (ai) on hybrid work.

Di Battista, A., Grayling, S., Hasselaar, E., Leopold, T., Li, R., Rayner, M., & Zahidi, S. (2023, November). Future of jobs report 2023. In World Economic Forum, Geneva, Switzerland. <https://www.weforum.org/reports/the-future-of-jobs-report-2023>.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24.

Hanzis, A. Hallo, Leonie. The Experiences and Views of Employees on Hybrid Ways of Working. *Administrative Sciences*. (2024), (pp 1-15).

Jamil, R. A., ul Hassan, S. R., Khan, T. I., Shah, R., & Nazir, S. (2024). Influence of personality on skepticism toward online services information, consumer stress, and health: an experimental investigation. *Management Research Review*, 47(1), 123-140.

Jarwan, B. Malkawi, R. Tawabeh, J. Assessment of Phenol and Antioxidant Content of Olive Varieties and Their Potential Health Benefits for Colon Health. *Scientific World Journal*. 2023. (pp. 1-8).

Inc, G. (2022). State of the Global Workplace: 2022 Report.

Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021). The future of work after COVID-19. McKinsey global institute, 18.

McRae, E. R., Aykens, P., Lowmaster, K., & Shepp, J. (2023). 9 Trends that will shape work in 2023 and beyond. *Harvard Business Review* January.

Microsoft. (2021). 2021 Work Trend Index: Annual Report. The Next Disruption Is Hybrid Work—Are We Ready?.

Neeley, T. (2021). Remote work revolution: Succeeding from anywhere. Harper Business.

Ozimek, A. (2020). The future of remote work. Available at SSRN 3638597.

Teevan, J. (2022, July). Searching for a New and Better Future of Work. In Proceedings of the 45th International ACM SIGIR Conference on Research and Development in Information Retrieval (pp. 3-4).

Tawalbeh, M. Tawalbeh, J. (2024, October). The Role of the Glass Ceiling on Organizational Commitment of Female Academic Staff in Jordanian Higher Education Institutions. *Journal of Ecohumanism*. 2025 (pp. 331-338).

Tawalbeh, M. Al-Khazaleh, S. Albhirat.MM, Tawalbeh, J. (December,2025). Exploring Determinants of Job Satisfaction among Academic Members in Jordanian Higher Education Institutions. *International Review Management Marketing*. 2025 (pp. 1-7).