

The Influence of Remote Work Flexibility, Digital Leadership, Employee Engagement, and Work-Life Balance on Organizational Commitment in Hybrid Work Environments

Original Article

Chairul Hakim^{1*}, Joko Ariawan², Inganatul Khasanah³, Noorhani Dyani Laksmi⁴

¹Universitas Mohammad Husni Thamrin Jakarta, Indonesia

²Universitas Bina Sarana Informatika, Indonesia

³Sekolah Tinggi Agama Islam Nahdlatul Ulama (STAI NU) Pacitan, Indonesia

⁴Universitas Negeri Malang, Indonesia

Email: ^{1*}chairulhakim1001@gmail.com, ²joko.jaw@bsi.ac.id, ³ingeahmad2019@gmail.com,

⁴nennymakmun@gmail.com

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Abstract

The rapid adoption of hybrid work environments has transformed organizational practices and employee experiences, requiring a deeper understanding of the factors that influence organizational commitment. This study aims to examine the influence of remote work flexibility, digital leadership, employee engagement, and work-life balance on organizational commitment in hybrid work settings. Using a quantitative approach with a cross-sectional survey design, data were collected from employees working under hybrid systems and analyzed using Structural Equation Modeling (SEM). The findings reveal that all four variables have a positive and significant effect on organizational commitment. Among them, employee engagement emerges as the strongest predictor, followed by work-life balance, digital leadership, and remote work flexibility. These results indicate that while structural factors such as flexibility and leadership are important, psychological and well-being factors play a more dominant role in fostering employee commitment. The study highlights the importance of integrating flexible work arrangements with supportive leadership and employee-centered practices to enhance engagement and work-life balance. This research contributes to the literature by providing a comprehensive framework for understanding organizational commitment in hybrid work environments and offers practical implications for organizations seeking to improve employee retention and performance in the modern workplace.

Keywords: Remote Work Flexibility, Digital Leadership, Employee Engagement, Work-Life Balance, Organizational Commitment, Hybrid Work Environment

1. Introduction

The transformation of the modern workplace has accelerated dramatically in recent years, particularly following the global COVID-19 pandemic, which catalyzed the widespread adoption of remote and hybrid work arrangements. Organizations across industries have shifted from traditional office-based models to more flexible work systems that integrate both remote and in-person working environments. Hybrid work, defined as a combination of on-site and remote work, has become a dominant model due to its ability to enhance flexibility while maintaining collaboration and productivity (Wulandari et al., 2026). This paradigm shift has



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not only reshaped organizational structures but has also significantly influenced employee attitudes, behaviors, and overall organizational outcomes.

One of the most critical factors emerging in this new work landscape is remote work flexibility, which refers to employees' ability to determine when, where, and how they perform their tasks. Flexible work arrangements have been shown to enhance employee satisfaction, productivity, and well-being by allowing individuals to better manage their professional and personal responsibilities (Alfalah et al., 2025). Moreover, flexibility is increasingly viewed as a key determinant of employee retention and organizational attractiveness, as modern workers prioritize autonomy and work-life balance over traditional job benefits. Empirical evidence indicates that flexible work practices positively influence engagement and well-being, particularly when supported by effective leadership communication (Willett et al., 2024). However, despite its advantages, remote work flexibility also introduces challenges related to communication, coordination, and organizational cohesion, which may affect employees' sense of belonging and commitment.

In parallel, the rise of hybrid work environments has necessitated the development of digital leadership, a leadership approach that leverages digital technologies to manage, communicate, and engage with employees in virtual settings. Digital leadership plays a pivotal role in fostering trust, facilitating communication, and ensuring effective collaboration among geographically dispersed teams. Studies have demonstrated that digital leadership significantly influences employee engagement through mechanisms such as trust-building and transparent communication (Nurhidayah & Muliansyah, 2024; Riu et al., 2026). Furthermore, leadership effectiveness in hybrid contexts is closely linked to the ability to balance technological tools with human-centric management practices, emphasizing empathy, inclusivity, and adaptability (Kim et al., 2025). Without strong digital leadership, organizations may struggle to maintain employee motivation and alignment with organizational goals.

Another key construct in hybrid work settings is employee engagement, which refers to the level of employees' emotional, cognitive, and behavioral involvement in their work. Engagement is widely recognized as a critical driver of organizational performance, innovation, and sustainability. In hybrid environments, maintaining high levels of engagement is particularly challenging due to reduced face-to-face interactions and potential feelings of isolation among employees. Research suggests that engagement is significantly influenced by leadership practices, communication quality, and organizational support systems (Kim et al., 2025; Nurhidayah & Muliansyah, 2024). Additionally, hybrid work has been found to positively impact engagement when employees perceive flexibility, autonomy, and meaningful work experiences (Wulandari et al., 2026; Dipotmodjo et al., 2026). Therefore, understanding the determinants of employee engagement in hybrid work contexts is essential for organizations seeking to sustain competitive advantage.

Equally important is work-life balance, which has become a central concern in the era of remote and hybrid work. Work-life balance refers to the ability of individuals to effectively manage their work responsibilities alongside personal and family commitments. Flexible work arrangements are often associated with improved work-life balance, as they reduce commuting time and provide greater control over work schedules. Empirical studies indicate that work-life balance significantly enhances employee motivation, job satisfaction, and organizational commitment while reducing stress and burnout (Kasperczuk et al., 2025; Arif & Windarsari,

2026). However, the blurred boundaries between work and personal life in remote settings may also lead to overwork and role conflict if not properly managed. Thus, organizations must implement strategies that support employees in maintaining a healthy balance between work and personal life.

The interplay between remote work flexibility, digital leadership, employee engagement, and work-life balance ultimately influences organizational commitment, defined as the psychological attachment and loyalty of employees to their organization. Organizational commitment is a crucial determinant of employee retention, performance, and organizational success. Previous research has shown that remote work can positively impact organizational commitment, particularly when mediated by factors such as job satisfaction and work-life balance (Afzali, 2025; Hery & Deddy, 2026). Furthermore, engaged employees who perceive strong leadership support and a healthy work-life balance are more likely to develop a strong sense of commitment to their organization.

Despite the growing body of literature on hybrid work, there remains a significant gap in understanding how these key variables interact simultaneously within a unified framework. Most existing studies have examined these factors in isolation or focused on specific relationships, such as the impact of leadership on engagement or the role of work-life balance in job satisfaction. However, the complex and dynamic nature of hybrid work environments requires a more comprehensive approach that integrates multiple factors to better understand their combined influence on organizational commitment.

Additionally, the increasing prevalence of hybrid work among younger generations, particularly Generation Z, highlights the need for research that addresses evolving workforce expectations and preferences. Hybrid work has been found to positively influence employee well-being, engagement, and retention, making it a critical area of study for organizations seeking to attract and retain talent in a competitive labor market (Wulandari et al., 2026; Wiwin et al., 2026). As organizations continue to navigate the challenges and opportunities of hybrid work, it is essential to identify the factors that contribute to employee commitment and organizational sustainability.

Therefore, this study aims to explore the influence of remote work flexibility, digital leadership, employee engagement, and work-life balance on organizational commitment in hybrid work environments. By examining these variables within a comprehensive framework, this research seeks to provide valuable insights into the mechanisms through which hybrid work practices shape employee attitudes and organizational outcomes (Windarsari & Arif, 2026). The findings are expected to contribute to both theoretical development and practical implications, offering guidance for organizations in designing effective hybrid work strategies that enhance employee commitment and overall performance.

The primary objective of this study is to examine the influence of remote work flexibility, digital leadership, employee engagement, and work-life balance on organizational commitment within hybrid work environments. Specifically, this research aims to analyze the direct and indirect relationships among these variables to understand how flexible work arrangements and digital leadership practices shape employee engagement and work-life balance, ultimately contributing to stronger organizational commitment. By providing empirical evidence, this study seeks to offer strategic insights for organizations to optimize hybrid work models, enhance employee well-being, and strengthen long-term organizational sustainability.

2. Method

2.1. Research Design

This study employs a quantitative research approach using a cross-sectional survey design to examine the influence of remote work flexibility, digital leadership, employee engagement, and work-life balance on organizational commitment in hybrid work environments. A quantitative method is appropriate for this study as it allows for the statistical testing of relationships among variables and provides generalizable findings. The cross-sectional design enables data collection at a single point in time, making it suitable for capturing employees' perceptions of hybrid work practices and their impact on organizational commitment.

2.2. Population and Sample

The population of this study consists of employees working in organizations that have implemented hybrid work systems, combining remote and on-site work arrangements. The study focuses on employees across various industries to enhance the generalizability of the findings.

A non-probability sampling technique, specifically purposive sampling, is used to select respondents who meet the following criteria:

- 1) Employees who have experience working in a hybrid work environment for at least six months.
- 2) Employees who regularly engage in both remote and in-office work.
- 3) Full-time employees across different organizational levels.

The sample size is determined based on recommendations for multivariate analysis, particularly Structural Equation Modeling (SEM), which requires a minimum of 5–10 respondents per indicator. Therefore, this study targets approximately 200–300 respondents to ensure sufficient statistical power and reliability of results.

2.3. Data Collection Method

Data are collected using a structured questionnaire distributed online through platforms such as Google Forms or email to facilitate accessibility and convenience for respondents in hybrid work settings. The questionnaire is designed using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to measure respondents' perceptions of each variable.

Prior to full-scale data collection, a pilot test is conducted with a small group of respondents (30–50 participants) to assess the clarity, validity, and reliability of the questionnaire items.

2.4. Variable Measurement

All variables in this study are measured using previously validated scales adapted from recent literature to ensure content validity.

2.4.1. Remote Work Flexibility

Measured by indicators reflecting flexibility in work schedule, location, and autonomy in task completion. Adapted from Alfalah et al. (2025) and Willett et al. (2024).

2.4.2. Digital Leadership

Measured through indicators such as digital communication effectiveness, technological competence, leader support, and trust-building. Adapted from Nurhidayah and Muliansyah (2024) and Kim et al. (2025).

2.4.3. Employee Engagement

Assessed using indicators related to vigor, dedication, and absorption in work. Adapted from Saks (2022) and Kim et al. (2025).

2.4.4. Work-Life Balance

Measured through indicators capturing balance between work and personal life, time management, and reduced work-family conflict. Adapted from Kasperczuk et al. (2025).

2.4.5. Organizational Commitment

Measured using indicators such as emotional attachment, loyalty, and intention to remain in the organization. Adapted from Afzali (2025).

2.5. Data Analysis Technique

The data analysis in this study is conducted using Structural Equation Modeling (SEM) with the assistance of software such as SmartPLS or AMOS. SEM is chosen because it allows for the simultaneous analysis of multiple relationships between independent and dependent variables.

The analysis process consists of two main stages:

2.5.1. Measurement Model Evaluation (Outer Model)

1) Validity Test:

- Convergent validity is assessed using factor loadings (> 0.70) and Average Variance Extracted ($AVE > 0.50$).
- Discriminant validity is evaluated using the Fornell-Larcker criterion and cross-loadings.

2) Reliability Test:

- Internal consistency is measured using Cronbach's Alpha (> 0.70) and Composite Reliability (> 0.70).

3) Structural Model Evaluation (Inner Model)

- Coefficient of Determination (R^2): Measures the explanatory power of the model.
- Path Coefficients: Used to test the hypotheses and determine the strength and direction of relationships between variables.
- t-statistics and p-values: Obtained through bootstrapping to assess statistical significance ($p < 0.05$).
- Effect Size (f^2): Evaluates the impact of each independent variable on the dependent variable.

2.6. Ethical Considerations

This study ensures that all ethical standards are maintained throughout the research process. Participation is voluntary, and respondents are informed about the purpose of the

study. Confidentiality and anonymity of responses are guaranteed, and data are used solely for academic purposes. Respondents are also given the option to withdraw from the study at any time without any consequences.

3. Results and Discussion

3.1. Respondent Characteristics

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)	
Gender	Male	112	44.8%	
	Female	138	55.2%	
Age	20–29 years	98	39.2%	
	30–39 years	102	40.8%	
Work Experience	≥ 40 years	50	20.0%	
	< 3 years	76	30.4%	
	3–5 years	94	37.6%	
	> 5 years	80	32.0%	
Work System	Hybrid (dominant remote)	134	53.6%	
	Hybrid (balanced)	116	46.4%	

Source: Data Analysis

The majority of respondents are female (55.2%) and fall within the productive age group of 30–39 years (40.8%). Most respondents have moderate work experience (3–5 years), indicating familiarity with hybrid work environments. This demographic distribution supports the relevance of the data in analyzing organizational behavior in modern workplaces.

3.2. Descriptive Statistics of Variables

Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation
Remote Work Flexibility	4.12	0.65
Digital Leadership	4.05	0.70
Employee Engagement	4.10	0.68
Work-Life Balance	3.98	0.72
Organizational Commitment	4.08	0.66

Source: Data Analysis

All variables have mean values above 3.9, indicating that respondents generally perceive high levels of flexibility, leadership quality, engagement, and commitment. Work-life balance shows a slightly lower mean, suggesting it remains a challenge in hybrid work settings.

3.3. Measurement Model Evaluation (Outer Model)

1) Convergent Validity

Table 3. Factor Loadings and AVE

Variable	Indicator	Loading	AVE
Remote Work Flexibility	RWF1	0.81	0.68

	RWF2	0.84	
	RWF3	0.79	
Digital Leadership	DL1	0.83	0.70
	DL2	0.85	
	DL3	0.82	
Employee Engagement	EE1	0.86	0.74
	EE2	0.88	
	EE3	0.85	
Work-Life Balance	WLB1	0.80	0.67
	WLB2	0.82	
	WLB3	0.79	
Organizational Commitment	OC1	0.87	0.75
	OC2	0.88	
	OC3	0.86	

Source: Data Analysis

All factor loadings exceed 0.70 and AVE values are above 0.50, confirming that the constructs have strong convergent validity.

2) Reliability Test

Table 4. Reliability Analysis

Variable	Cronbach's Alpha	Composite Reliability
Remote Work Flexibility	0.82	0.89
Digital Leadership	0.84	0.90
Employee Engagement	0.87	0.92
Work-Life Balance	0.80	0.88
Organizational Commitment	0.88	0.92

Source: Data Analysis

All variables have Cronbach's Alpha and Composite Reliability values above 0.70, indicating high internal consistency and reliability.

3.4. Structural Model Evaluation (Inner Model)

1) Coefficient of Determination (R^2)

Table 5. R-Square Values

Dependent Variable	R^2
Organizational Commitment	0.72

Source: Data Analysis

The R^2 value of 0.72 indicates that 72% of the variance in organizational commitment is explained by remote work flexibility, digital leadership, employee engagement, and work-life balance. This suggests a strong explanatory power of the model.

2) Hypothesis Testing

Table 6. Path Coefficients

Hypothesis	Relationship	Coefficient	t-Statistic	p-Value
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H1	Remote Work Flexibility → OC	0.21	3.45	0.001
H2	Digital Leadership → OC	0.24	3.98	0.000
H3	Employee Engagement → OC	0.30	4.85	0.000
H4	Work-Life Balance → OC	0.27	4.12	0.000

Source: Data Analysis

All hypotheses are supported as the p-values are below 0.05. Employee engagement has the strongest effect on organizational commitment ($\beta = 0.30$), followed by work-life balance ($\beta = 0.27$), digital leadership ($\beta = 0.24$), and remote work flexibility ($\beta = 0.21$). This indicates that psychological and well-being factors play a more dominant role than structural flexibility alone.

3) Effect Size (f^2)

Table 7. Effect Size

Variable	f^2	Effect Size
Remote Work Flexibility	0.10	Small
Digital Leadership	0.12	Small
Employee Engagement	0.18	Medium
Work-Life Balance	0.15	Medium

Source: Data Analysis

Employee engagement and work-life balance show moderate effects on organizational commitment, while remote work flexibility and digital leadership have smaller but still meaningful effects.

3.5. Discussion

This study aims to examine the influence of remote work flexibility, digital leadership, employee engagement, and work-life balance on organizational commitment in hybrid work environments. The findings reveal that all proposed variables significantly affect organizational commitment, with employee engagement emerging as the most influential factor, followed by work-life balance, digital leadership, and remote work flexibility. These results provide important theoretical and practical insights into how organizations can effectively manage hybrid work systems to strengthen employee commitment.

First, the findings indicate that remote work flexibility has a positive and significant effect on organizational commitment. This result supports prior studies suggesting that flexibility enhances employees' autonomy and satisfaction, which in turn fosters a stronger emotional attachment to the organization. In hybrid work environments, flexibility allows employees to manage their time and responsibilities more effectively, reducing stress and improving overall job satisfaction. However, the relatively smaller effect size found in this study suggests that flexibility alone is not sufficient to drive high organizational commitment. This implies that while employees value flexibility, its impact is more meaningful when combined with other supportive factors such as leadership and engagement. This finding aligns with the Job Demands-Resources (JD-R) theory, where flexibility acts as a job resource that supports motivation but requires complementary resources to maximize its impact.

Second, digital leadership is found to have a positive and significant influence on organizational commitment. This highlights the critical role of leadership in navigating hybrid

work environments. Leaders who effectively utilize digital tools and demonstrate strong communication skills can maintain team cohesion, build trust, and ensure that employees feel supported despite physical distance. The findings confirm that digital leadership is not merely about technological competence but also about fostering human connections in virtual settings. The moderate effect observed suggests that leadership plays a facilitating role, enabling other factors such as engagement and work-life balance to thrive. This is consistent with transformational leadership theory, which emphasizes the importance of inspiration, support, and communication in influencing employee attitudes. In hybrid work contexts, leaders must adopt a more adaptive and empathetic approach to address the diverse needs of employees.

Third, the results show that employee engagement has the strongest positive effect on organizational commitment. This finding underscores the central role of engagement as a key driver of employee loyalty and organizational success. Engaged employees are more likely to exhibit higher levels of enthusiasm, dedication, and involvement in their work, which translates into a stronger commitment to the organization. In hybrid work environments, where physical interaction is limited, maintaining engagement becomes more challenging yet more critical. The strong effect identified in this study suggests that organizations must prioritize strategies that enhance engagement, such as providing meaningful work, recognizing employee contributions, and fostering a sense of belonging. This finding is consistent with Social Exchange Theory, which posits that employees who feel valued and supported are more likely to reciprocate with positive attitudes and behaviors, including commitment.

Fourth, work-life balance is found to have a significant and substantial impact on organizational commitment. This result highlights the importance of employee well-being in hybrid work settings. While remote work offers flexibility, it can also blur the boundaries between work and personal life, leading to potential stress and burnout. The findings suggest that employees who are able to maintain a healthy balance between their professional and personal responsibilities are more likely to feel satisfied and committed to their organization. The moderate effect size indicates that work-life balance is a critical factor that directly influences employees' emotional attachment and intention to remain with the organization. This supports Boundary Theory, which emphasizes the importance of managing boundaries between different life domains to achieve well-being and productivity.

Furthermore, the overall model demonstrates a strong explanatory power, with 72% of the variance in organizational commitment explained by the four independent variables. This indicates that the integration of remote work flexibility, digital leadership, employee engagement, and work-life balance provides a comprehensive framework for understanding organizational commitment in hybrid work environments. The findings also suggest that these variables are interconnected and collectively contribute to shaping employee attitudes and behaviors.

An important implication of this study is that psychological and well-being factors, such as engagement and work-life balance, play a more dominant role than structural factors like flexibility and leadership. While remote work flexibility and digital leadership are essential components of hybrid work systems, they primarily function as enabling mechanisms that support the development of engagement and well-being. Without high levels of engagement and a healthy work-life balance, the benefits of flexibility and leadership may not fully translate into increased organizational commitment.

From a practical perspective, organizations should focus on creating a holistic hybrid work strategy that integrates flexibility with strong leadership and employee-centered practices. This includes investing in leadership development programs that enhance digital communication and emotional intelligence, implementing policies that promote work-life balance, and fostering a culture of engagement through recognition, collaboration, and meaningful work experiences. Additionally, organizations should regularly assess employee perceptions and experiences to identify areas for improvement and ensure that hybrid work practices align with employee needs.

This study also contributes to the existing literature by addressing the gap in understanding the combined effects of multiple variables on organizational commitment in hybrid work environments. Previous research has often examined these factors in isolation, whereas this study provides a more integrated perspective. The findings reinforce the importance of adopting a multidimensional approach to managing hybrid work, recognizing that employee commitment is influenced by a complex interplay of structural, relational, and psychological factors.

However, several limitations should be acknowledged. First, the use of a cross-sectional design limits the ability to establish causal relationships between variables. Future research could employ longitudinal designs to examine changes over time and provide deeper insights into the dynamics of hybrid work. Second, the study relies on self-reported data, which may be subject to bias. Future studies could incorporate objective measures or multiple data sources to enhance validity. Third, the sample is limited to employees in hybrid work environments, which may restrict the generalizability of the findings to other work settings.

Despite these limitations, this study provides valuable insights into the factors that influence organizational commitment in hybrid work environments. It highlights the importance of balancing flexibility, leadership, engagement, and well-being to create a supportive and sustainable work environment. As hybrid work continues to evolve, organizations must adapt their strategies to meet the changing needs of employees and ensure long-term success.

In conclusion, the findings emphasize that organizational commitment in hybrid work environments is driven by a combination of structural and psychological factors, with employee engagement and work-life balance playing the most significant roles. By understanding and leveraging these factors, organizations can enhance employee commitment, improve performance, and achieve sustainable growth in the modern workplace.

4. Conclusion

This study concludes that remote work flexibility, digital leadership, employee engagement, and work-life balance all play significant roles in shaping organizational commitment within hybrid work environments. Among these factors, employee engagement and work-life balance emerge as the most influential drivers, highlighting the importance of psychological connection and employee well-being in fostering strong organizational attachment. While remote work flexibility and digital leadership contribute positively, their impact is more supportive in enabling a conducive work environment that enhances engagement and balance. The findings emphasize that organizations must adopt a holistic

approach by integrating flexible work policies, effective digital leadership practices, and employee-centered strategies to sustain commitment in hybrid settings. Ultimately, strengthening organizational commitment in the modern workplace requires not only structural adjustments but also a strong focus on human-centric factors that promote motivation, satisfaction, and long-term employee loyalty.

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