

Hybrid and Flexible Work Arrangements: A PRISMA 2020 Systematic Literature Review of Drivers, Mechanisms, and Organizational Outcomes

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ABSTRACT

The transformation of workplace structures in the digital era has accelerated the adoption of hybrid and flexible work arrangements across organizations worldwide. This study aims to systematically review existing research on hybrid and flexible work models by identifying the driving factors, implementation mechanisms, and organizational impacts associated with these work systems. The research employs a Systematic Literature Review (SLR) approach using the PRISMA 2020 framework to ensure a transparent and structured review process. The data were collected from the Scopus database, and a total of 22 peer-reviewed articles were selected through stages of identification, screening, eligibility assessment, and inclusion. The findings indicate that the adoption of hybrid and flexible work arrangements is primarily driven by technological advancement, organizational digital transformation, employee demand for work-life balance, and external environmental pressures such as the COVID-19 pandemic. In terms of implementation mechanisms, organizations rely heavily on digital collaboration technologies, adaptive leadership practices, trust-based management systems, and supportive organizational cultures to sustain hybrid work environments. The review also reveals several organizational impacts, including increased employee productivity, improved job satisfaction, enhanced organizational resilience, and greater talent retention. However, challenges such as communication barriers, employee isolation, and difficulties in performance monitoring remain important issues that organizations must address.

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1. INTRODUCTION

The transformation of work practices represents one of the most profound organizational shifts of the twenty-first century. Advances in digital technology, the proliferation of cloud-based collaboration tools, and the globalization of labor markets have fundamentally reshaped how organizations structure work and manage

employees [1], [2]. These changes have accelerated significantly in recent years, particularly following the global disruption caused by the COVID-19 pandemic, which compelled organizations across industries to adopt remote work practices on an unprecedented scale. Consequently, hybrid and flexible work arrangements, which combine remote and on-site work or allow

employees greater autonomy in determining when and where work is performed, have emerged as a central feature of contemporary organizational management [3].

Hybrid work typically refers to a model in which employees divide their time between working remotely and working in a physical workplace, while flexible work arrangements encompass broader practices such as flexible schedules, compressed workweeks, telework, and autonomy over work location [1], [4]. These models represent a departure from traditional office-centered employment toward more adaptable, technology-supported work systems. Organizations increasingly perceive hybrid and flexible work structures not merely as operational adjustments but as strategic tools for enhancing employee well-being, improving productivity, and strengthening organizational resilience in an increasingly dynamic business environment.

The growing prominence of hybrid work arrangements is driven by several interconnected factors. Technological advancement has enabled seamless communication, collaboration, and knowledge sharing among geographically dispersed teams through platforms such as cloud computing systems, digital project management tools, and virtual communication technologies [5], [6]. In addition, evolving workforce expectations particularly among younger generations have increased demand for work models that support work–life balance, autonomy, and flexibility. At the same time, organizations face increasing pressure to enhance operational efficiency, reduce overhead costs, and maintain business continuity during crises or disruptions, making flexible work systems an attractive organizational strategy.

Despite the opportunities offered by hybrid and flexible work arrangements, their implementation introduces a number of organizational challenges. These include difficulties in maintaining effective communication and coordination, ensuring employee engagement, managing performance in remote environments, and preserving organizational culture within

distributed teams. Managers are therefore required to adapt leadership practices by emphasizing trust-based management, digital supervision, and outcome-oriented performance evaluation rather than traditional time-based monitoring. Furthermore, organizations must develop appropriate policies and technological infrastructures capable of supporting both remote and on-site employees simultaneously.

The rapid expansion of academic research on hybrid and flexible work arrangements reflects the importance of these developments for fields such as organizational studies, human resource management, and labor economics. Previous studies have explored a wide range of topics, including employee productivity, job satisfaction, innovation, organizational commitment, and overall organizational performance within flexible work environments. However, the existing literature remains fragmented, as studies often focus on specific sectors, methodologies, or conceptual perspectives. Consequently, there is a need for a systematic synthesis of existing research to provide a more comprehensive understanding of the drivers, mechanisms, and organizational outcomes associated with hybrid and flexible work systems.

To address this gap, this study conducts a systematic literature review based on the PRISMA 2020 framework using peer-reviewed articles indexed in the Scopus database. A total of 22 selected publications are analyzed to identify the key factors driving the adoption of hybrid work models, the mechanisms that enable their implementation within organizations, and the organizational impacts that emerge from these work arrangements. By providing a structured synthesis of the existing literature, this study contributes to the growing body of research on the future of work and offers insights for both scholars and practitioners seeking to understand how hybrid and flexible work systems shape modern organizational strategies.

2. LITERATURE REVIEW

2.1 Concept of Hybrid and Flexible Work Arrangements

Hybrid and flexible work arrangements have become increasingly prominent in modern organizations as part of the broader transformation of work in the digital era. Traditionally, work was organized around fixed schedules and centralized workplaces under direct supervision; however, technological advancements and changing workforce expectations have encouraged organizations to adopt more adaptable work systems [7], [8]. Flexible work arrangements (FWAs) provide employees with greater discretion over when, where, and how work is performed, including practices such as remote work, flexible schedules, and telecommuting, with the aim of improving work–life balance, employee satisfaction, and organizational efficiency. Within this framework, hybrid work combines remote and in-office work, allowing employees to divide their time between home-based locations and the workplace while maintaining opportunities for collaboration and teamwork [9], [10]. Supported by digital communication technologies and cloud-based platforms, these work models reduce geographical constraints and are increasingly viewed as key strategies for enhancing productivity and organizational adaptability in the digital economy.

2.2 Organizational Impacts of Hybrid and Flexible Work Arrangements

The adoption of hybrid and flexible work arrangements has attracted significant scholarly attention due to their potential influence on organizational outcomes. Numerous studies indicate that flexible work systems can enhance employee productivity and performance by allowing individuals to work in environments that suit their preferences and by reducing commuting time,

thereby improving concentration and task efficiency [7], [8]. In addition, these arrangements contribute to employee well-being and job satisfaction, as greater autonomy over work schedules and locations helps employees balance professional and personal responsibilities, which in turn strengthens organizational commitment and reduces turnover. From an organizational perspective, hybrid work models can increase adaptability and resilience, enabling organizations to maintain operations during disruptions and access a broader talent pool beyond geographic limitations. Nevertheless, hybrid work systems also present challenges, including communication barriers among distributed teams, potential feelings of isolation among remote workers, and difficulties in monitoring performance and ensuring accountability [9], [11]. Therefore, maximizing the benefits of hybrid work requires careful organizational planning and policy development that integrates technological infrastructure, adaptive leadership, and a supportive organizational culture to ensure sustainable implementation.

2.3 Research Gap and Contribution of the Study

Although research on hybrid and flexible work arrangements has grown rapidly, many existing studies focus on specific aspects of these work systems—such as employee productivity, remote work technology, or leadership practices—resulting in a fragmented understanding of their broader drivers, mechanisms, and organizational impacts. In addition, much of the literature examines flexible work within particular organizational contexts or industries, which limits the ability to draw more general conclusions about how hybrid work systems operate across different settings. Consequently, a systematic synthesis of existing research is needed to provide a more

comprehensive understanding of the role and implications of hybrid and flexible work arrangements in modern organizations. To address this gap, this study conducts a systematic literature review using the PRISMA 2020 framework and analyzes 22 peer-reviewed articles indexed in the Scopus database. Through this approach, the study integrates existing findings and identifies key themes related to the driving factors, implementation mechanisms, and organizational impacts of hybrid and flexible work arrangements, thereby contributing to a more coherent conceptual understanding of hybrid work systems and offering practical insights for organizations seeking to implement flexible work strategies in the future.

3. METHODS

3.1 Research Design

This study employs a Systematic Literature Review (SLR) approach to synthesize existing research on hybrid and flexible work arrangements. The SLR method is widely used to identify, evaluate, and integrate findings from previous studies in a structured and transparent manner, enabling researchers to minimize bias and ensure that the review process is systematic and replicable [12]. The objective of this review is to analyze the driving factors, mechanisms, and organizational impacts associated with hybrid and flexible work systems. To ensure methodological rigor, the study adopts the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, which provides standardized procedures for literature reviews through stages of identification, screening, eligibility assessment, and final inclusion of relevant

studies. By applying this approach, the research provides a structured synthesis of existing academic literature and highlights key themes and patterns emerging from prior studies on hybrid and flexible work arrangements.

3.2 Data Source and Search Strategy

The data used in this study were obtained from the Scopus database, one of the largest and most reputable indexing databases for peer-reviewed academic publications, selected because it provides high-quality scholarly articles from internationally recognized journals across disciplines such as management, organizational studies, and human resource management. The literature search was conducted using combinations of relevant keywords related to hybrid and flexible work arrangements, including “hybrid work,” “flexible work arrangements,” “remote work,” “telework,” “workplace flexibility,” and “hybrid workplace.” These keywords were combined using Boolean operators (AND, OR) to capture a broad range of relevant studies focusing on the implementation, driving factors, mechanisms, and organizational impacts of hybrid or flexible work systems within organizational contexts. The initial search produced a number of potential publications, which were subsequently filtered using predetermined inclusion and exclusion criteria to ensure the relevance, quality, and suitability of the selected studies for the analysis.

3.3 Inclusion and Exclusion Criteria

To maintain the quality and relevance of the reviewed literature, this study applied specific inclusion and exclusion criteria during the article selection process.

Table 1. Criteria Research

Criteria Type	Description
Inclusion Criteria	Articles published in peer-reviewed academic journals
	Publications indexed in the Scopus database
	Studies focusing on hybrid work, remote work, or flexible work arrangements in organizational contexts
	Articles written in English

	Empirical or conceptual studies examining factors, mechanisms, or impacts related to hybrid work systems
Exclusion Criteria	Conference proceedings, book chapters, editorials, and non-peer-reviewed publications
	Articles that do not focus on organizational or workplace contexts
	Studies unrelated to flexible or hybrid work arrangements
	Duplicate publications identified during the search process

By applying these criteria, the review ensured that only high-quality and relevant studies were included in the final analysis.

3.4 Study Selection Process

The study selection process followed the PRISMA 2020 guidelines, which consist of four main stages: identification, screening, eligibility assessment, and inclusion. In the identification stage, the initial search in the Scopus database generated a pool of potentially relevant articles based on the selected keywords, after which duplicate records were removed to ensure each publication appeared only once in the dataset. During the screening stage, the titles and

abstracts of the remaining articles were reviewed to evaluate their relevance to the research topic, and studies that did not address hybrid or flexible work arrangements were excluded. The eligibility stage involved examining the full texts of the remaining articles to determine whether they met all inclusion criteria and provided sufficient information aligned with the objectives of the review. Finally, in the inclusion stage, a total of 22 articles were selected as the final dataset for analysis, representing the most relevant and high-quality publications addressing hybrid and flexible work arrangements within organizational contexts.

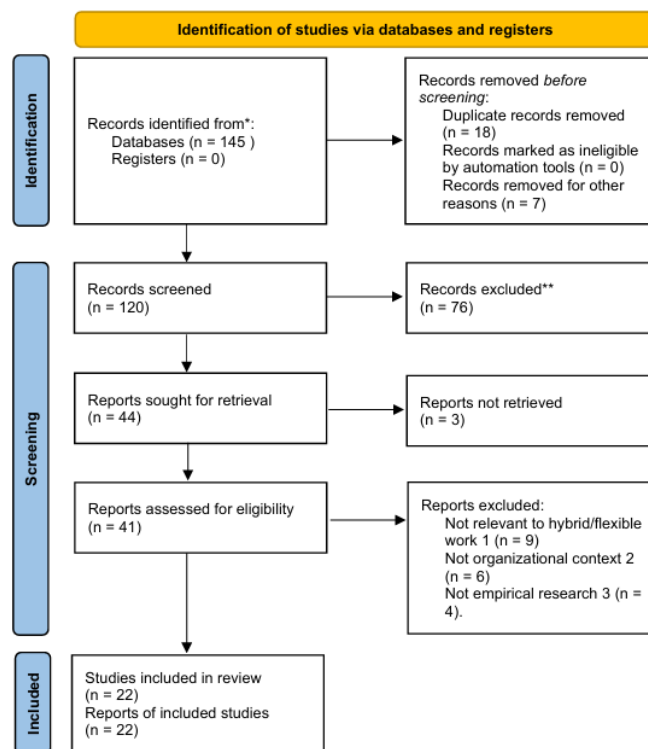


Figure 1. PRISMA Diagram

4. RESULT AND DISCUSSION

4.1 Overview of the Selected Studies

Following the systematic selection process based on the PRISMA 2020

framework, a total of 22 peer-reviewed articles indexed in the Scopus database were included in the final analysis. These studies represent a diverse body of research

addressing hybrid and flexible work arrangements across multiple industries and organizational contexts. The selected publications include empirical studies, conceptual frameworks, and mixed-method investigations that examine various dimensions of workplace flexibility. In terms of methodology, the reviewed studies employ a range of approaches, including quantitative surveys, qualitative case studies, mixed-method designs, and conceptual analyses. Quantitative research commonly focuses on measuring the impact of flexible work arrangements on employee performance, productivity, job satisfaction, and organizational outcomes, whereas qualitative studies tend to explore employees' experiences, managerial challenges, and organizational adaptation processes associated with hybrid work systems.

The temporal distribution of the selected studies indicates a notable increase in research on hybrid and flexible work arrangements in recent years. This trend reflects the global shift toward remote and hybrid work practices, particularly following the COVID-19 pandemic, which accelerated digital transformation and significantly altered traditional workplace structures. As organizations increasingly adopt flexible work models, scholarly interest in understanding their organizational implications has also expanded. The reviewed literature collectively highlights three primary themes that dominate current research: (1) the driving factors behind the adoption of hybrid and flexible work arrangements, (2) the mechanisms and organizational processes supporting their implementation, and (3) the organizational impacts resulting from these work models. These themes form the analytical foundation for the synthesis presented in the following sections.

4.2 Driving Factors of Hybrid and Flexible Work Arrangements

The literature identifies several key factors that have contributed to the widespread adoption of hybrid and flexible work systems in modern organizations. One of the most significant drivers is technological

advancement [13]–[15]. The rapid development of digital communication platforms, cloud computing systems, and collaborative software has substantially reduced the reliance on physical office environments. Through these technologies, employees are able to access organizational resources, communicate with colleagues, and complete complex tasks from remote locations with minimal disruption to workflow, enabling organizations to operate effectively in increasingly digital work environments.

Another important factor influencing the adoption of hybrid work arrangements is the changing expectations of the workforce. Employees increasingly value flexibility in organizing their work activities, particularly in balancing professional responsibilities with personal and family commitments [16], [17]. Flexible work systems provide greater autonomy over work schedules and locations, which can enhance employee well-being and job satisfaction. Consequently, organizations that implement flexible work arrangements may gain strategic advantages in attracting and retaining talented employees in competitive labor markets.

In addition to technological and workforce-related factors, organizational efficiency and external environmental conditions also play a crucial role in encouraging hybrid work adoption. Maintaining large office spaces and supporting fully on-site operations often involves substantial operational costs, prompting many organizations to explore hybrid models that reduce infrastructure and facility expenses while maintaining productivity [15], [18]. Furthermore, the COVID-19 pandemic acted as a major catalyst that accelerated the global transition toward remote work. Many organizations recognized the practicality and long-term benefits of flexible work arrangements during this period, leading them to integrate hybrid work policies into their long-term organizational strategies and transforming flexible work from a temporary response into a permanent component of modern workplace design.

4.3 Mechanisms Supporting Hybrid Work Implementation

While the adoption of hybrid work arrangements offers numerous benefits, their successful implementation requires specific organizational mechanisms that support coordination, communication, and performance management in distributed work environments. One of the most critical mechanisms highlighted in the literature is the use of digital collaboration technologies. Platforms such as video conferencing systems, shared digital workspaces, and project management tools enable employees to communicate, collaborate, and monitor project progress effectively regardless of their physical location, thereby ensuring operational continuity in hybrid work settings [19], [20].

Effective communication systems are also essential in hybrid environments where employees often work from different locations and time zones. Organizations must establish clear communication protocols to ensure that employees remain connected, informed, and aligned with organizational goals. Regular virtual meetings, digital collaboration channels, and structured communication schedules can help maintain coordination, reduce misunderstandings, and strengthen teamwork among geographically dispersed employees. In addition, leadership practices play a crucial role in supporting hybrid work systems, as traditional supervision based on direct observation may be less effective in remote contexts.

Furthermore, organizational culture and human resource management policies significantly influence the success of hybrid work implementation. A culture that promotes trust, transparency, and collaboration can help employees adapt more effectively to flexible work arrangements while maintaining a strong sense of belonging within the organization [7], [8], [21]. Organizations can reinforce this culture through virtual team-building activities, continuous feedback mechanisms, and inclusive communication practices. At the same time, clear HR policies are necessary to regulate work schedules, performance

expectations, digital security, and communication standards, while training programs can help employees develop the digital competencies required for effective remote collaboration and ensure equitable access to technological resources.

4.4 Organizational Impacts of Hybrid and Flexible Work Arrangements

The reviewed studies consistently highlight several positive organizational outcomes associated with hybrid and flexible work arrangements. One of the most frequently reported benefits is improved employee productivity. When employees have greater flexibility in determining their work environments, they often experience fewer workplace distractions and gain greater control over their work routines, which can enhance concentration and efficiency. As a result, employees may be able to complete tasks more effectively and maintain higher levels of performance [9], [10].

In addition to productivity improvements, flexible work systems also contribute to better employee well-being and job satisfaction. Reduced commuting time and increased autonomy over work schedules allow employees to better balance professional responsibilities with personal commitments, leading to improved work-life balance. Higher levels of satisfaction and well-being can strengthen employees' organizational commitment and engagement, which in turn may reduce employee turnover and enhance workforce stability. Furthermore, hybrid work arrangements can strengthen organizational resilience, as distributed work systems allow organizations to continue operations during unexpected disruptions such as economic crises, natural disasters, or public health emergencies.

Despite these advantages, hybrid work implementation also presents several challenges. Communication and collaboration can become more complex when employees work from different locations, potentially leading to misunderstandings or delays in information exchange. Remote employees may also experience feelings of isolation and reduced social interaction, which can weaken

team cohesion and organizational culture. Additionally, monitoring employee performance in hybrid environments can be more difficult for managers who previously relied on direct supervision. Therefore, organizations must develop appropriate performance management frameworks that emphasize measurable outcomes, clear responsibilities, and effective communication to ensure the sustainable implementation of hybrid work systems.

4.5 Discussion

The findings of this systematic literature review demonstrate that hybrid and flexible work arrangements represent a fundamental transformation in how work is organized within modern organizations. The adoption of these work models is driven by a combination of technological innovation, evolving workforce expectations, organizational efficiency considerations, and external environmental pressures. At the same time, the successful implementation of hybrid work systems depends on the presence of supportive organizational mechanisms, including adequate digital infrastructure, adaptive leadership practices, and organizational cultures that emphasize trust, collaboration, and effective communication. Without these supporting elements, hybrid work arrangements may create coordination difficulties that could negatively affect productivity and employee engagement.

The organizational impacts of hybrid work systems are therefore complex and multidimensional. While flexible work arrangements offer substantial benefits—such as improved productivity, higher employee satisfaction, and stronger organizational resilience—they also require careful management to address challenges related to communication barriers, social cohesion among distributed teams, and performance monitoring in remote environments. Overall, the findings of this review suggest that hybrid and flexible work arrangements will likely remain a central component of the future workplace, and organizations that successfully integrate these systems into their operational strategies may gain significant

advantages in terms of employee well-being, talent retention, and long-term organizational sustainability.

5. CONCLUSION

This study provides a systematic synthesis of academic research on hybrid and flexible work arrangements by reviewing 22 peer-reviewed articles indexed in the Scopus database using the PRISMA 2020 framework. The findings indicate that the emergence and expansion of hybrid work systems are strongly influenced by technological advancements, evolving employee expectations regarding work–life balance, organizational efficiency considerations, and external environmental factors such as global disruptions. In addition, the review highlights that the successful implementation of hybrid work depends on several key organizational mechanisms, including digital collaboration technologies, adaptive leadership practices, trust-based management approaches, and supportive organizational cultures. These mechanisms enable organizations to effectively coordinate distributed workforces while maintaining communication, collaboration, and productivity in hybrid work environments.

Furthermore, hybrid and flexible work arrangements generate multiple organizational outcomes. On the positive side, these systems can improve employee productivity, enhance job satisfaction, increase employee retention, and strengthen organizational resilience. However, the literature also identifies several challenges, including communication barriers, employee isolation, and difficulties in monitoring performance in remote settings. Therefore, organizations need to develop appropriate policies, technological infrastructures, and leadership strategies to ensure the sustainable implementation of hybrid work models. Overall, hybrid and flexible work arrangements are likely to remain a central component of modern workplace systems, and future research should further explore their long-term organizational impacts, leadership adaptation, and strategies for maintaining collaboration and organizational

culture in increasingly distributed work environments.

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