The Future of Hybrid Work: A Bibliometric Mapping of Employee Productivity and Well-Being

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Article Info	ABSTRACT
	This bibliometric analysis explores the significant impact of hybrid work on employee productivity and well-being, drawing on a comprehensive review of literature sourced from the Scopus database. The study highlights the evolution of hybrid work themes from 2000 to 2025, illustrating the shift from traditional telecommuting to integrated hybrid models that focus on both organizational efficiency and employee satisfaction. By mapping keyword occurrences and author collaborations, the research identifies key trends and gaps in the existing literature, offering insights into the interdisciplinary nature of hybrid work studies. The findings suggest that while hybrid work arrangements can enhance productivity and flexibility, they also present challenges such as maintaining work-life balance, ensuring employee engagement, and managing a dispersed workforce. The study emphasizes the need for organizations to develop robust strategies that leverage technology and foster an inclusive culture to fully realize the benefits of hybrid work models. Future research directions are proposed to further investigate the long-term effects of hybrid work on different sectors and cultures, aiming to refine and optimize these work arrangements.
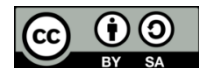
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1. INTRODUCTION

The landscape of work has been profoundly reshaped in the wake of global disruptions, most notably the COVID-19 pandemic, which accelerated the adoption of hybrid work models across various sectors. Hybrid work, which combines remote and in-office activities, has emerged as a focal point of contemporary work arrangements, significantly influencing both organizational structures and employee experiences. The dual nature of this model offers flexibility and promises a better work-life balance, potentially leading to enhanced employee well-being and productivity [1]. As organizations globally are navigating through these changes, the need to understand the long-term impacts of hybrid work models on employee outcomes has never been more critical [2].

Research indicates that hybrid work models can lead to increased productivity as employees spend less time commuting and

more time on task-oriented activities [3]. Moreover, the flexibility to choose one's working environment can reduce stress and improve job satisfaction, which are key drivers of overall well-being [4]. However, the benefits of hybrid work are not universal and can vary widely depending on several factors, including the nature of the job, individual preferences, and the quality of the technological infrastructure that supports remote work [5].

Despite these potential benefits, the shift to hybrid work also presents several challenges. The blurring of boundaries between home and work can lead to overwork and burnout, as employees find it difficult to disconnect from work responsibilities [6]. Additionally, remote work can sometimes lead to feelings of isolation and disconnect from the team, which can adversely affect collaboration and team cohesion [7]. These challenges highlight the complexity of implementing hybrid work models that can cater effectively to the diverse needs of the workforce.

From an organizational perspective, the transition to a hybrid model requires robust management strategies to ensure that productivity does not suffer and that employee well-being is maintained. This includes the development of new policies and frameworks to support effective communication, foster a sense of community, manage performance from a distance, and ensure equitable access to resources and opportunities for all employees [8]. Leaders must also navigate the delicate balance of in-person and remote work to foster an inclusive environment where all employees can thrive.

Empirical research on hybrid work has largely been positive, suggesting that when implemented effectively, it can lead to higher job satisfaction and productivity. However, the literature also indicates a significant variation in outcomes based on individual, job, and organizational characteristics [9]. This variability underscores the need for more nuanced research to understand the conditions under which hybrid work best supports employee productivity and well-being. It is against this backdrop that this study seeks to explore the bibliometric landscape surrounding hybrid work, aiming to map the existing research and identify gaps and future directions.

While existing studies provide a foundation for understanding the impacts of hybrid work on productivity and well-being, there remains a significant gap in the comprehensive mapping of this body of literature. Many studies are fragmented, focusing on specific aspects of hybrid work or limited in scope to certain industries or demographic groups. This lack of a holistic view impedes the development of effective strategies and policies that can benefit a broader range of employees and organizations. Furthermore, as hybrid work continues to evolve, there is a pressing need to integrate emerging data and trends into the existing framework to keep pace with changes in work environments. The objective of this study is to conduct a bibliometric analysis of the literature on hybrid work, focusing on employee productivity and well-being.

2. LITERATURE REVIEW

The concept of hybrid work has evolved significantly over recent decades, influenced by technological advancements and shifting societal norms.

2.1 Evolution and Definition of Hybrid Work

Hybrid work, a model that combines remote and in-office work, has gained prominence as a flexible working arrangement. Early studies by [10] define hybrid work as an arrangement where employees split their working time between the office and an alternate location, typically a home environment. This flexibility is seen as a response to the increasing demand for work-life balance, driven by changes in the

workforce demographics and advances in information and communication technology. The definition and implementation of hybrid work vary significantly across different organizations and industries, influenced by their specific operational and strategic needs [11].

2.2 Productivity in Hybrid Work Settings

Productivity in hybrid work settings has been a focal point of scholarly attention. Numerous studies suggest that hybrid work can lead to increased productivity due to reduced commuting times and fewer office-based distractions [12]. For instance, a meta-analysis by [13] found that remote work arrangements, including hybrid models, generally lead to higher perceived productivity among employees. However, these outcomes are contingent upon several factors, such as the nature of the job, the individual's role within the organization, and the quality of digital tools provided to support remote work [14].

2.3 Well-being and Hybrid Work

Employee well-being in hybrid work environments encompasses physical, emotional, and psychological aspects. Research indicates that hybrid work can enhance well-being by providing employees with greater control over their work environment and schedule, leading to improved work-life balance [15]. However, the picture is complex. For example, [16] highlight that the lack of clear boundaries between work and personal life in hybrid settings can increase stress and lead to burnout. Thus, the impact of hybrid work on well-being can be dual-edged, enhancing or hindering well-being depending on individual circumstances and organizational support.

2.4 Challenges and Opportunities of Hybrid Work

The implementation of hybrid work models introduces several challenges and opportunities for organizations. One major challenge is maintaining communication and collaboration among dispersed teams. Studies by [17] suggest that physical separation can reduce the frequency and quality of interactions, potentially leading to decreased collaboration and innovation. Conversely, the same studies note that well-managed hybrid teams can leverage digital tools to maintain, and even enhance, communication and team cohesion. Moreover, equity issues arise as remote segments of the workforce might receive fewer career development opportunities compared to their in-office counterparts, a phenomenon known as "proximity bias" [18]. Addressing these challenges is crucial for organizations to fully leverage the benefits of hybrid work.

2.5 The Role of Technology in Hybrid Work

Technology plays a pivotal role in enabling and shaping the effectiveness of hybrid work models. The adoption of advanced digital platforms, such as cloud computing, collaborative software, and communication tools, has been instrumental in supporting remote tasks and team

interactions [19]. However, the success of these technologies in facilitating hybrid work is heavily dependent on their integration into daily work processes and their alignment with the organization's culture and work practices [20].

3. METHODS

This study conducts a bibliometric analysis using data solely extracted from the Scopus database, focusing on literature related to hybrid work, specifically examining employee productivity and well-being. The search strategy is built around keywords such as "hybrid work," "remote work," "employee productivity," and "employee well-being." Articles selected for analysis are those published in English between the years 2000 and 2025, ensuring coverage of both early and recent perspectives on hybrid work models. The data extraction process retrieves key information such as publication year, authorship, citation count, and geographic focus of each study. Visualization of the data is performed using VOSviewer software, which facilitates the creation of network maps illustrating the connections between keywords and co-authorship patterns.

4. RESULTS AND DISCUSSION

Table 1. Top Cited Research

| Citations	Authors and year	Title
345	[10]	The role of organisational support in teleworker wellbeing: A socio-technical systems approach
308	[9]	Hybrid entrepreneurship
291	[8]	Determining employee awareness using the Human Aspects of Information Security Questionnaire (HAIS-Q)
249	[7]	Project Work: The Legacy of Bureaucratic Control in the Post-Bureaucratic Organization
243	[6]	Out of Sight, Out of Mind in a New World of Work? Autonomy, Control, and Spatiotemporal Scaling in Telework
230	[5]	Work organization, control and the experience of work in call centres
219	[4]	'Being yourself' in the electronic sweatshop: New forms of normative control
200	[3]	When worlds collide in cyberspace: How boundary work in online social networks impacts professional relationships
168	[2]	The New Era Workplace Relationships: Is Social Exchange Theory Still Relevant?
153	[1]	Weather, clothing and thermal adaptation to indoor climate

Source: Scopus, 2025
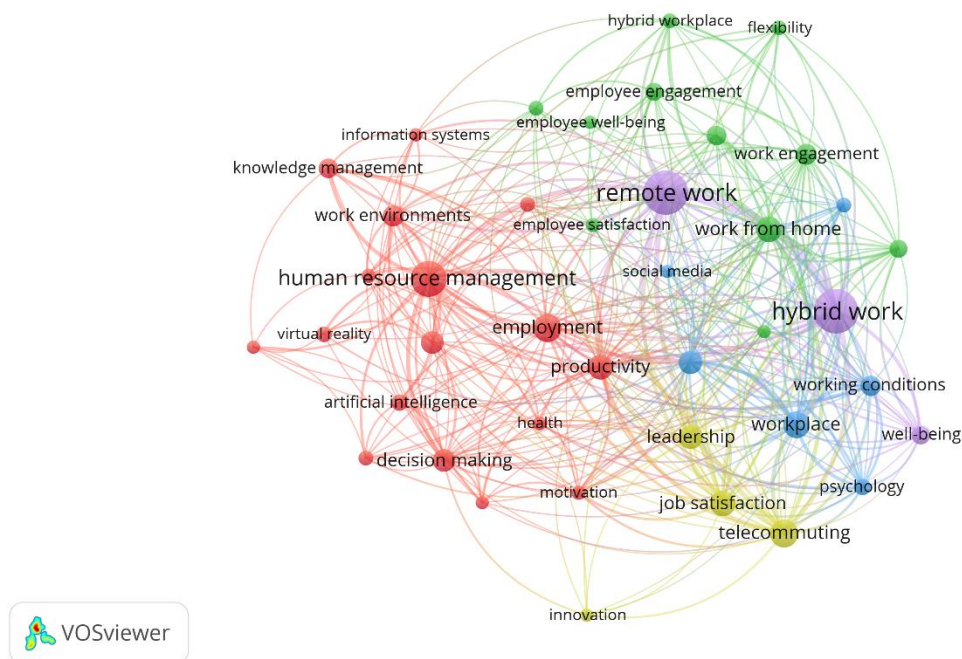
Figure 1. Network Visualization
Source: Data Analysis Result, 2025

The clusters in the network are color-coded, indicating distinct themes that have emerged in hybrid work research. The red cluster appears to focus heavily on 'human resource management,' 'employment,' and 'productivity,' suggesting a strong emphasis on the organizational aspects of implementing hybrid work models. This cluster is dense with nodes like 'health,' 'motivation,' and 'decision making,' indicating that research in this area explores the deep interplay between employee management practices and their outcomes on workforce efficiency and health.

The green cluster highlights 'hybrid work' and 'remote work' as central themes, surrounded by 'work from home,' 'employee engagement,' and 'flexibility.' This cluster suggests a significant focus on the logistical and structural aspects of hybrid and remote work setups. The proximity of these terms to 'employee well-being' and 'work engagement' underscores the importance of these structural setups in influencing worker satisfaction and engagement levels. In the blue cluster, there's a noticeable emphasis on 'information systems,' 'virtual reality,' and

'social media,' pointing to the technological underpinnings that support hybrid work environments. The inclusion of 'knowledge management' within this cluster indicates a concern with how information is curated, shared, and utilized within organizations operating under a hybrid model, highlighting the role of technology in facilitating seamless communication and information flow.

The keywords 'job satisfaction,' 'employee satisfaction,' and 'well-being' are linked closely with both 'leadership' and 'workplace psychology,' illustrating the psycho-social dimensions of hybrid work. This suggests that the research is not only focused on structural and organizational issues but also deeply concerned with how these factors affect the psychological and emotional health of employees. The visualization illustrates the interdisciplinary nature of hybrid work research, incorporating elements from human resources, technology, psychology, and health studies. The overlapping and interconnected nature of these clusters reveals the complex, multifaceted approach needed to understand and optimize hybrid work environments. It

also hints at the dynamic evolution of this field, as new technologies and psychological insights continue to emerge, reshaping the way organizations think about productive and healthy work arrangements.
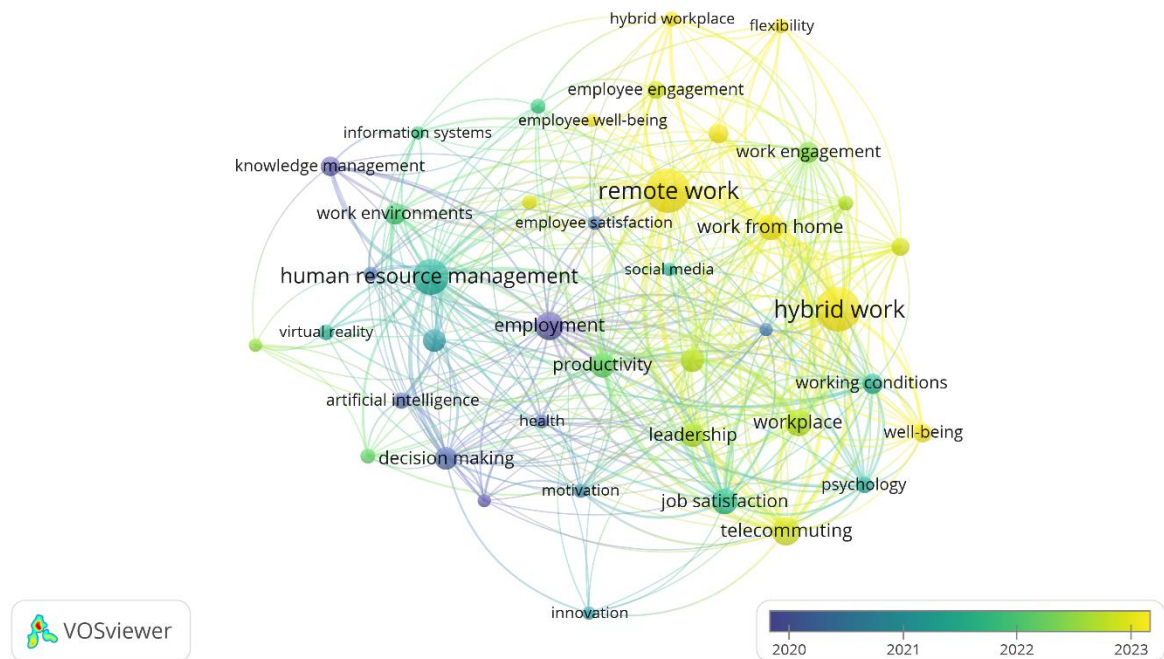

Figure 2. Overlay Visualization
Source: Data Analysis Result, 2025

The second VOSviewer visualization integrates a temporal dimension, represented by the color gradient from blue to yellow, which tracks the prominence of themes from 2020 through 2023. This temporal mapping highlights how the discourse in hybrid work research has evolved over these years, particularly in response to the global shifts in work practices precipitated by the pandemic. Initially, in 2020, the focus (as indicated by the blue nodes) was predominantly on foundational themes such as 'remote work,' 'work from home,' and 'telecommuting.' This reflects the urgent shift many organizations made to remote work setups as a direct response to lockdown measures. As the visualization transitions to warmer colors (indicating progression towards 2021 and beyond), there is a noticeable increase in discussions around 'hybrid work,' 'employee engagement,' and 'flexibility.' This suggests a shift from immediate, reactive measures to more strategic considerations about how hybrid models can be sustainably integrated into long-term operational strategies.

By 2023, the focus (yellow nodes) includes an increased emphasis on 'employee well-being' and 'workplace flexibility,' which indicates a maturation in the conversation towards enhancing quality of life and job satisfaction in hybrid setups. The interconnectedness of these terms with 'leadership' and 'human resource management' underscores a growing acknowledgment that effective management and leadership are crucial for navigating the complexities of hybrid work environments. The evolution of themes over these years reflects a broader understanding of the challenges and opportunities presented by hybrid work models, emphasizing an ongoing adjustment and optimization of work practices to support both organizational goals and employee needs.
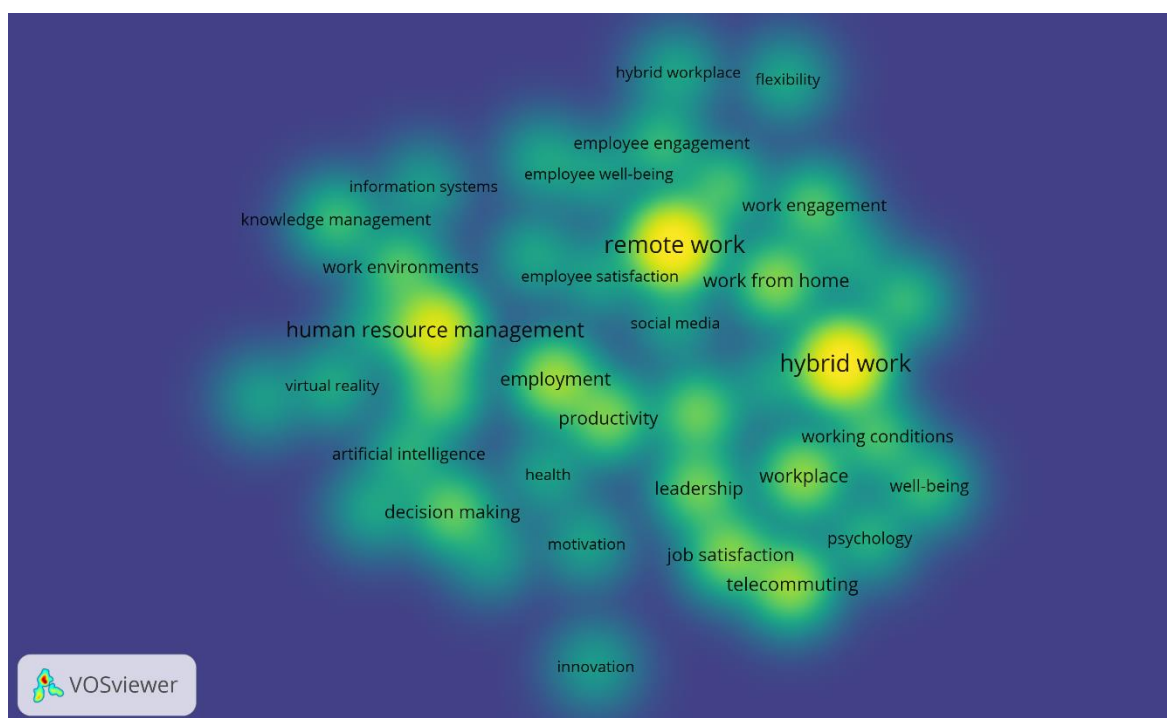
Figure 3. Density Visualization
Source: Data Analysis, 2025

The visualization uses density mapping to illustrate the concentration of research activity within the field of hybrid and remote work. The areas highlighted with more intense colors represent topics with a higher density of research, indicating a greater focus and possibly a larger body of literature. Central to this visualization is 'hybrid work', glowing brightly, which signifies its dominance in current academic discussions. This central placement and intensity suggest that hybrid work is not only a prevalent topic but also a nexus connecting various research themes such as 'remote work', 'work from home', and 'employee engagement'.

Surrounding this core, the gradient from vibrant to cooler tones around themes like 'employee well-being', 'job satisfaction', and 'workplace flexibility' reveals varying levels of research concentration. These topics, while significant, may not have the same extensive body of work as the central theme but are crucial to understanding the broader impacts of hybrid work environments. The visualization underscores the interconnected nature of these themes, highlighting the complex interplay between organizational practices, technology, and employee experiences in shaping the future of work. This method of presenting the data not only identifies the most heavily researched areas but also visually guides the viewer to understand the relational dynamics and emerging trends within the field.
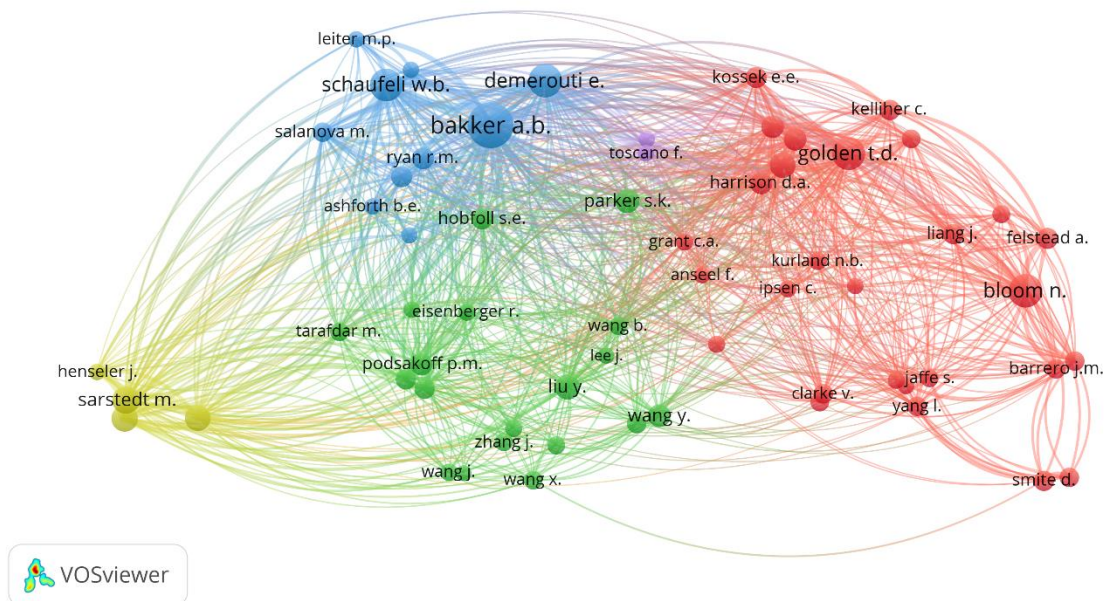
Figure 4. Author Collaboration Visualization
Source: Data Analysis, 2025

This VOSviewer visualization illustrates the co-authorship network among researchers studying hybrid work, highlighting the key authors and their collaborations. The nodes represent individual researchers, and the lines between them indicate co-authorship links. The size of each node reflects the number of publications by that author, while the line thickness represents the frequency of co-authorship. The color clusters indicate groups of researchers who frequently collaborate. For instance, the red cluster on the right side of the image, which includes notable researchers like Golden, T.D., and Kelliher, C., suggests a strong collaborative network focused perhaps on the organizational impacts of hybrid work. Conversely, the green cluster, with prominent nodes like Henseler, J. and Sarstedt, M., might focus on statistical methods or specific aspects of HR management in hybrid settings. This map serves as a visual guide to understanding the relationships and scholarly communities within the field, indicating both prolific authors and potential influences across different research areas related to hybrid work.
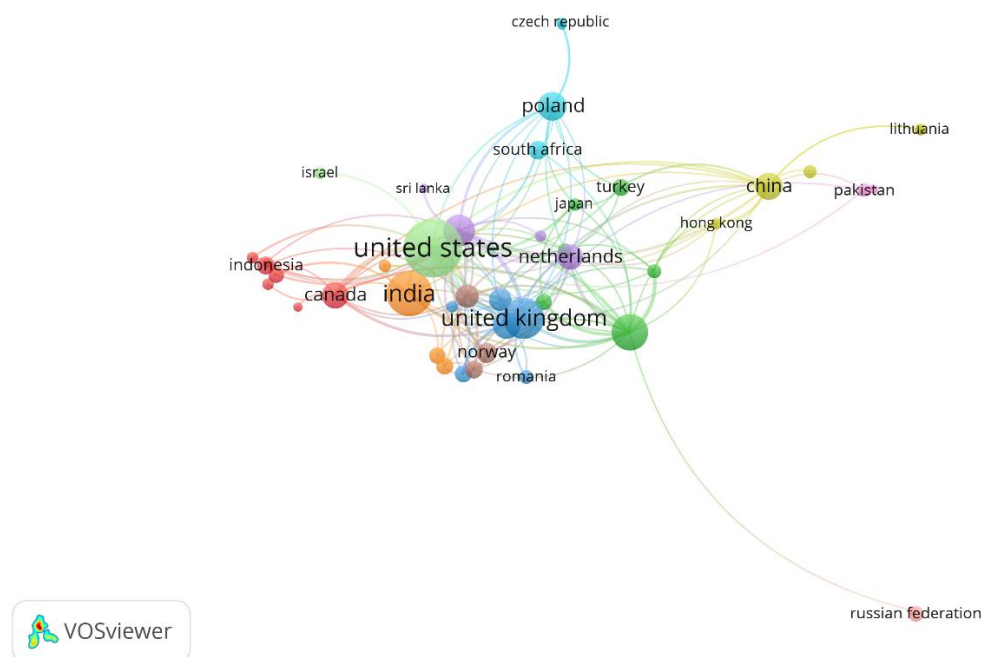
Figure 5. Country Visualization
Source: Data Analysis, 2025

This VOSviewer visualization represents a country collaboration network related to research on hybrid work, highlighting which countries are most active and how they interact with each other. The nodes represent different countries, and the size of each node indicates the volume of research output from that country, with lines showing collaborations between them. The United States, United Kingdom, and China appear as prominent nodes, suggesting they are leading in research volume and international collaborations in this field. The color coding of the nodes likely represents different regions or clusters of collaboration, with close geographical or strategic partnerships influencing the connections. For instance, European countries like the United Kingdom, Netherlands, and Germany show strong interlinkages, as do Asian countries like China, Japan, and South Korea.

Discussion
1. **Interdisciplinary Approach and Emerging Trends**

The bibliometric maps reveal an interdisciplinary approach in the study of hybrid work, highlighting contributions from fields such as psychology, human resource management, information technology, and organizational behavior. This diversity in research disciplines underscores the complexity of hybrid work arrangements and the necessity for a multifaceted strategy to address the challenges and opportunities they present. Notably, the evolution of research themes over time, from a focus on 'telecommuting' to 'hybrid work' and 'employee engagement', reflects a shift in academic and practical focus towards more sustainable and integrated work models. This trend suggests a growing recognition of the need to balance productivity with well-being in the design of work environments.

2. **Productivity and Employee Well-being**

One of the core findings across the literature is the positive correlation between hybrid work arrangements and employee productivity. Studies such as those by [21] have demonstrated that flexibility in work location and hours can lead to enhanced productivity by reducing commuting stress

and allowing for work hours that align with individual peak performance times. However, this relationship is contingent on several factors, including the nature of the job, the technology available to support remote work, and the individual's preferences and home environment.

Conversely, the research also points to potential downsides of hybrid work, particularly concerning employee well-being. The blurring of boundaries between work and personal life can lead to longer working hours and difficulty in disengaging from work tasks, potentially resulting in burnout. Moreover, the sense of isolation some employees experience when working remotely can affect their mental health and sense of belonging, which are crucial for long-term job satisfaction and productivity.

3. Challenges in Implementation

Implementing hybrid work models presents significant challenges for organizations, particularly in terms of leadership, management, and equity. The visualization of co-authorship and country collaborations underscores the global interest in these issues, indicating a widespread challenge in adapting leadership and management practices to support a dispersed workforce. Leaders must not only manage workflow and communication effectively but also foster an inclusive culture that supports both remote and in-office employees equally. Equity concerns are particularly pressing, as there is a risk that remote employees might be overlooked in promotions and personal development opportunities, a phenomenon known as 'proximity bias.'

4. Technological Infrastructure

The critical role of technology in enabling effective hybrid work environments is another dominant theme. As depicted in the keyword network, terms like 'information systems' and 'virtual reality' are closely linked with hybrid work, suggesting that advanced technological tools are integral to its successful implementation. Organizations must invest in reliable and secure technology to facilitate seamless communication, collaboration, and information sharing across different work settings. However, the challenge lies not only in deploying technology but also in ensuring that all employees have adequate access to these tools and the training to use them effectively.

5. Future Directions and Policy Implications

Looking forward, the research suggests several directions for future investigation, particularly in exploring the long-term effects of hybrid work on organizational culture and employee relationships. There is also a need for more empirical studies that evaluate the impact of hybrid work models across different cultures and economic sectors. Such studies could help tailor hybrid work practices to better fit diverse organizational contexts and workforce needs. Policy implications arising from this study are significant. Organizations and policymakers must consider developing guidelines that support flexible work arrangements while also addressing the potential downsides. Policies could include defining clear work-from-home guidelines, ensuring regular check-ins, providing mental health support, and fostering a culture of trust and accountability. the bibliometric analysis highlights the dynamic and evolving nature of hybrid work research. By addressing the challenges identified and leveraging the opportunities, organizations can better navigate the complexities of the modern workplace, enhancing both employee satisfaction and organizational productivity. The international collaboration evident in the research community further emphasizes the global relevance of these findings, suggesting a universal shift towards more flexible, integrated work environments.

5. CONCLUSION

This bibliometric analysis has provided a comprehensive overview of the evolving field of hybrid work, underscoring its significant impact on employee productivity and well-being. The study has

highlighted the benefits of hybrid work models in enhancing flexibility and productivity, while also drawing attention to potential challenges such as work-life balance, employee isolation, and management difficulties. The interdisciplinary nature of the research reveals the necessity for a multifaceted approach, incorporating insights from human resources, technology, psychology, and organizational behavior to develop effective hybrid work environments. As the landscape of work continues to transform, organizations must adopt adaptive strategies that not only leverage technological advancements but also prioritize the well-being and equitable treatment of employees across all work settings. Future research should aim to address the gaps identified, particularly in exploring the long-term impacts of hybrid work on organizational culture and employee relationships, ensuring that the evolution of work practices continues to benefit both employees and organizations globally.

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