(RESEARCH ARTICLE)

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Resilient supply chains and sustainability for digital transformation in Remote Work

Ifeoluwa Elemure [1], Elizabeth A. Adeola [2, 3, *], Adeyinka G. Ologun [3, 4], Owoade O. Odesanya [3, 5], Peter T. Oluwasola [3, 6] and Rukayat Abisola Olawale [7]

[1] School of Mechanical and Design Engineering, University of Portsmouth, Portsmouth PO1 3DJ, UK.
[2] Department of Construction Project Management – Birmingham City University, Birmingham, UK.
[3] Faculty of Business and Media, Selinus University of Sciences and Literature, Italy.
[4] Department of Business School, University of Wolverhampton, England, United Kingdom.
[5] Department of Social Care, Health and Well-being, University of Bolton, UK.
[6] Department of Microbiology, Federal University of Technology, Akure, Nigeria.
[7] School of Management Sciences, Babcock University, Ilishan Remo, Ogun State, Nigeria.

Abstract

This study examines the sustainability of remote and hybrid work models by assessing their impact on organizational culture, employee engagement, leadership practices, and productivity. As businesses transition to flexible work environments, understanding their long-term viability is essential for economic and social sustainability. Using a mixed-methods approach, we surveyed 300 employees across multiple industries and conducted 20 in-depth interviews with organizational leaders. Quantitative analysis revealed a 60% increase in productivity due to reduced commuting and flexible scheduling. However, 30% of employees reported work-life balance challenges, and 45% experienced social isolation, which negatively impacted engagement. Leadership practices shifted significantly, with 85% of leaders emphasizing digital communication proficiency as a key skill. Hybrid work models demonstrated a 5-10% higher efficiency in leadership, engagement, and productivity compared to fully remote setups. However, 40% of employees struggled with a sense of belonging in virtual settings, raising concerns about long-term cultural cohesion. Our mathematical models quantify engagement, leadership efficiency, and hybrid work sustainability, with productivity measurements showing a ±5% error margin due to variable home-work conditions. These findings offer actionable insights for businesses that strike a balance between flexibility, inclusivity, and performance in sustainable workforce management, aligning with the United Nations Sustainable Development Goals (SDGs) on decent work and economic growth.

Keywords: Sustainable Management; Hybrid Work Models; Organizational Culture Transformation; Employee Engagement; Digital Leadership Adaptation; Risk Management

1. Introduction

The workplace as we know it has undergone a seismic shift in the last few years. Remote and hybrid work models, once considered alternative arrangements, have become mainstream [1,2]. The COVID-19 pandemic acted as a catalyst, forcing organizations worldwide to rapidly transition to these new work formats. While the immediate objective was to ensure business continuity during a global health crisis, the implications of this shift have extended far beyond the physical relocation of employees. Organizations have had to rethink their structures, strategies, and, most importantly, their cultures [3,4].

The traditional concept of a workplace—defined by physical offices, shared spaces, and daily face-to-face interactions—has given way to virtual environments, where digital tools facilitate communication and collaboration. This shift has brought significant advantages, including increased flexibility, reduced commuting time, and the ability to tap into a global talent pool [5-7]. However, it has also posed new challenges. The lack of physical presence has disrupted conventional leadership methods, altered employee engagement dynamics, and prompted a reevaluation of what it means to foster a cohesive organizational culture [8,9].

Organizational culture, often described as the shared values, beliefs, and practices that shape the behavior of employees, is inherently tied to the environment in which work takes place. In traditional office settings, culture is cultivated through daily interactions, informal conversations, and shared experiences [10, 11]. The physical office is a crucible for fostering team cohesion, reinforcing organizational values, and building a sense of belonging. With the advent of remote and hybrid work models, these elements of organizational culture are at risk of being diluted or lost altogether [12, 13].

One of remote work's most significant challenges is the shift in leadership practices. In a traditional office, leaders rely heavily on face-to-face interactions to communicate, motivate, and manage their teams [14,15]. They can observe non-verbal cues, hold impromptu meetings, and build rapport through informal conversations. In a remote environment, these avenues are no longer available [16, 17]. Leaders must now navigate the complexities of managing teams through digital platforms, relying on video calls, instant messaging, and emails. This requires a fundamental shift in leadership styles, emphasizing trust, empathy, and effective digital communication [18-20].

Moreover, remote work has reshaped the dynamics of employee engagement. Engagement, which refers to employees' emotional commitment and enthusiasm toward their work and organization, is a critical driver of productivity and retention [21-23]. In a remote setting, maintaining high levels of engagement becomes more challenging. Employees may struggle with isolation, lack of recognition, and difficulty separating work from personal life [24,25]. On the other hand, some employees thrive in remote environments, appreciating the increased autonomy, flexibility, and reduced stress from commuting. Thus, the impact of remote work on engagement is complex and multifaceted [26-28].

Hybrid work models combine remote and on-site work to balance flexibility and the need for in-person collaboration. However, they introduce their challenges [29-31]. Organizations must navigate the potential for inequities between remote and in-office employees, ensuring that all team members have equal access to opportunities, resources, and recognition [32,33]. Hybrid work also necessitates reimagining the physical office, transforming it from routine work to a hub for collaboration, innovation, and team building [34,35].

The transformation of organizational culture under remote and hybrid work models is further influenced by the ongoing digital transformation (DT) that many companies undergo. DT involves the integration of digital technologies into all aspects of a business, fundamentally changing how organizations operate and deliver value to customers [36,37]. This transformation extends beyond technology adoption, reshaping business models, strategies, and organizational culture. Remote work accelerates this cultural shift, fostering values such as adaptability, innovation, and a long-term orientation [38,39].

However, these changes are not without their downsides. The reduced physical presence can lead to disconnection among employees, weakening the bonds that tie them to their organization [40,41]. It can also challenge the traditional notions of accountability and performance management. In a remote setting, leaders cannot rely on visibility as a measure of productivity. Instead, they must focus on outcomes and trust their teams to deliver results, which can be a significant adjustment for leaders and employees [42,43].

The long-term implications of remote and hybrid work on productivity and collaboration are still unfolding. Early studies suggest remote work can boost individual productivity due to fewer interruptions and greater flexibility [44,45]. However, it can also hinder collaboration, particularly for tasks that require creativity, innovation, and problem-solving. Physical proximity facilitates spontaneous interactions and the exchange of ideas, which are more challenging to replicate in a virtual environment. Organizations must find ways to foster effective collaboration, whether through advanced digital tools, structured virtual brainstorming sessions, or periodic in-person meetings [46,47].

Leadership styles are also evolving in response to these changes. The remote work environment calls for a more inclusive and participative leadership approach. Leaders must build trust, foster a sense of belonging, and ensure clear and transparent communication [48,49]. They must also be tuned to the well-being of their teams, recognizing the unique challenges that remote work can pose and providing the necessary support and resources [50,51].

The shift to remote and hybrid work models has generated extensive discourse, yet notable gaps remain. While existing research explores productivity, engagement, and cultural shifts in remote work, limited quantitative analysis connects these elements to leadership practices. Moreover, studies often focus on isolated aspects, such as employee engagement or technological adaptation, without examining their interdependence within the broader organizational framework. Hybrid work models, in particular, remain under-researched, with insufficient attention to equity challenges between remote and in-office employees. Additionally, most studies lack predictive frameworks to guide organizations in navigating the complexities of these new work formats, often overlooking industry-specific or demographic nuances. Finally, the long-term implications of remote and hybrid work on organizational culture and collaboration effectiveness require deeper exploration.

This study aims to bridge these gaps by offering a holistic analysis of remote and hybrid work models, integrating their effects on employee engagement, leadership practices, and organizational culture. Through a mixed-methods approach, it quantifies productivity changes, engagement levels, and leadership efficiency while exploring the nuanced human dynamics of these shifts. The research seeks to provide actionable insights and predictive models, enabling organizations to foster inclusivity, adaptability, and resilience in evolving work environments. This will address the critical gaps in existing literature, particularly regarding hybrid work's sustainability and its broader organizational impact.
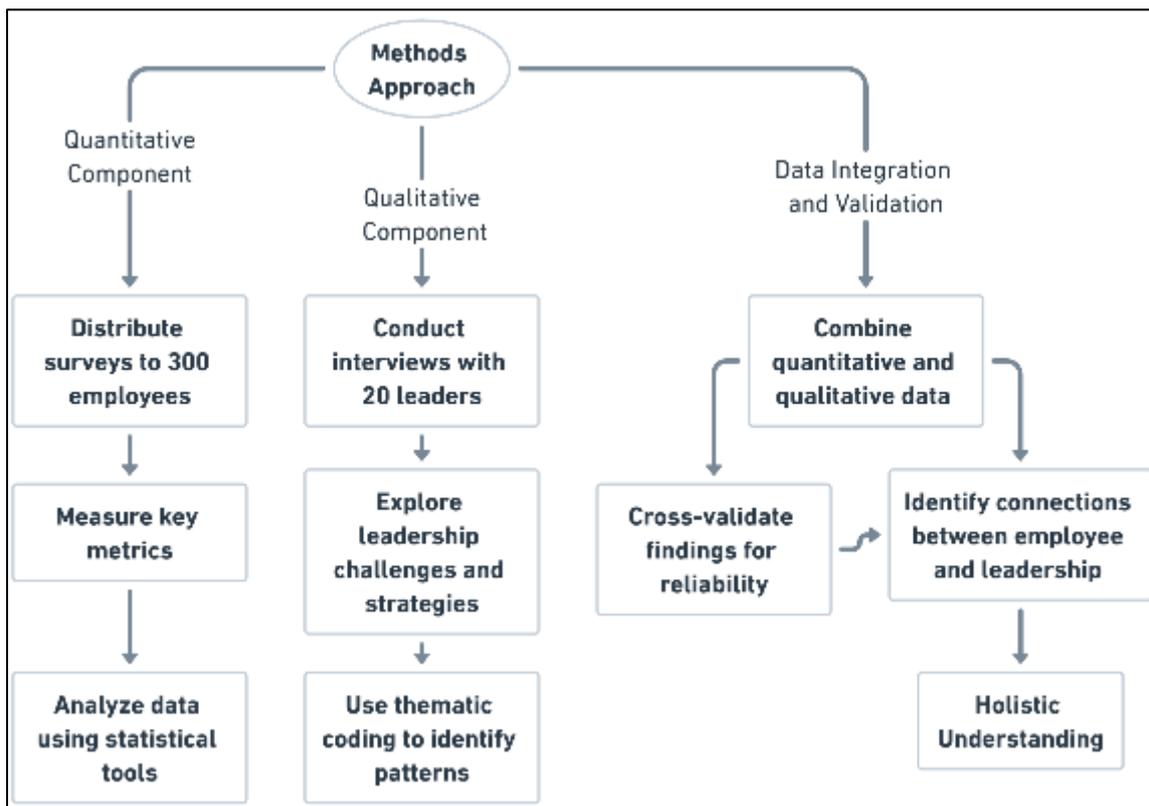
Figure 1 Integrated Mixed-Methods Approach for Analysing Organizational Dynamics in Hybrid Work

2. Methodology

This study employed a mixed-methods approach to explore the impact of remote and hybrid work models on organizational culture, employee engagement, and leadership practices. Combining quantitative and qualitative research methods ensured a comprehensive understanding of these phenomena, integrating statistical trends with rich, detailed insights from individuals' experiences.

2.1. Quantitative Component

The quantitative phase of this research involved distributing structured surveys to 300 employees across various industries and organizational levels. These surveys were designed to measure key metrics such as employee engagement, perceptions of organizational culture, and the impact of remote and hybrid work on productivity and

collaboration. The survey included closed-ended questions, allowing respondents to rate their experiences on Likert scales, and some optional open-ended questions to capture nuanced feedback. The employee sample was diverse, representing technology, healthcare, education, and finance sectors. Participants were selected to ensure a balance in demographics, such as age, gender, and years of experience with remote or hybrid work models. This diversity aimed to capture various perspectives and reduce biases that could skew the findings. The data from the surveys were analysed using statistical software. Descriptive statistics provided an overview of engagement levels, cultural shifts, and productivity trends. Inferential statistics, such as correlation analysis and regression modeling, were applied to identify relationships between variables, such as the impact of flexibility on employee engagement or the relationship between leadership styles and perceived cultural inclusivity.

2.2. Qualitative Component

The study conducted in-depth interviews with 20 organizational leaders to complement the quantitative data. These individuals were selected based on their roles in managing teams during the transition to remote or hybrid work environments. The leaders came from diverse industries, including small and medium enterprises (SMEs), multinational corporations, and public sector organizations, ensuring a breadth of perspectives. The interviews focused on understanding these leaders' challenges, strategies to maintain engagement and cohesion, and approaches to reshaping organizational culture in a remote or hybrid context. Semi-structured interview guides allowed for a consistent exploration of core themes while giving leaders the flexibility to share personal insights and experiences. The interviews were recorded with the participant's consent and transcribed for analysis. A thematic coding approach was used to identify recurring patterns and themes, such as the importance of digital communication proficiency, trust-building, and strategies for fostering a sense of belonging among remote employees. This method allowed the study to delve deeper into the human aspects of leadership and culture transformation, providing context to the trends identified in the quantitative data.

2.3. Data Integration and Validation

The mixed-methods design facilitated the triangulation of findings. Quantitative data provided generalizable trends, while qualitative insights enriched the interpretation by uncovering the reasons behind these trends. For instance, while survey data showed a decline in engagement due to isolation, interviews revealed that the absence of informal "watercooler" conversations was a significant contributing factor. Data sets were cross-validated. Statistical outliers in the survey data were cross-checked with qualitative anecdotes to assess their validity. This integration of methods ensured a holistic understanding of the subject, bridging numerical evidence with personal experiences. The mixed-methods approach offered a balanced exploration of remote and hybrid work models. Combining large-scale quantitative surveys and detailed qualitative interviews ensured the research captured this workplace transformation's broad impacts and more profound personal dynamics. This methodological rigor enhances the study's contribution to understanding how organizations can navigate these changes effectively.

2.4. Mathematical Employee Engagement Model

$$E_t = \alpha_1 + \beta_1 F_t + \beta_2 I_t + \beta_3 C_t + a_t \qquad \text{------(1)}$$

E_t represents employee engagement at time t, F_t is flexibility, and I_t is isolation, C_t is collaboration quality, α_1, β_1, β_2, β_3 are parameters, and a_t is the error term.

$$OC = \gamma_1 + \delta_1 D + \delta_2 H + \delta_3 P - \delta_4 B + v \qquad \text{------(2)}$$

OC is the organizational culture index, D is digital inclusivity, H represents hybrid work efficiency, P is productivity, B belongs to challenges, γ_1, δ_1, δ_2, δ_3, δ_4 are coefficients, and v is the error term.

$$L_e = \theta_1 \cdot \ln(C_d) + \theta_2 T_m + \theta_3 S_e + \epsilon \qquad \text{------(3)}$$

Where L_e is leadership efficiency, C_d is digital communication proficiency, T_m is time management capability, S_e is self-discipline score, θ_1, θ_2, θ_3 are parameters, and ϵ is the error term.

$$P_h = \lambda_1 \cdot R_h + \lambda_2 \cdot F_s + \lambda_3 \cdot I_w + \lambda_4 \cdot W_s + \eta \qquad \text{------(4)}$$

P_h is hybrid work productivity, R_h is remote work hours, F_s is flexibility in scheduling, I_w is infrastructure quality, W_s is workspace satisfaction, λ_1, λ_2, λ_3, λ_4 are coefficients, and η is the error term.

$$C_e = \mu_1 \cdot (1 - e^{-\kappa \cdot T_i}) + \mu_2 \cdot V_t + \mu_3 \cdot F_c + \xi \qquad\qquad ------(5)$$

Where C_e is collaboration effectiveness, T_i is in-person team interaction frequency, V_t is virtual tool utilisation rate, F_c is the flexibility coefficient, μ_1, μ_2, μ_3 are parameters, κ is the decay rate, and ξ is the error term

$$W_b = \pi_1 A + \pi_2 \cdot ln\ (S_r) - \pi_3 D_s + \omega \qquad\qquad ------(6)$$

Wb is the well-being index, A is autonomy, Sr is stress reduction due to remote work, Ds is work-life boundary difficulties, π1, π2, π3 are coefficients, and ω is the error term.

$$P_t = \sigma_1 \cdot E_t + \sigma_2 \cdot C_t - \sigma_3 \cdot B_t + \zeta_t \qquad\qquad ------(7)$$

P_t is productivity at time t, E_t is employee engagement, C_t is collaboration effectiveness, B_t is burnout index, σ_1, σ_2, σ_3 are coefficients, and ζ_t is the error term. These models are designed to incorporate multiple study dimensions, enabling quantitative analysis of engagement, culture, leadership, and productivity under remote and hybrid work environments.

3. Results

3.1. Changes in Leadership Practices

The transition to remote and hybrid work models has compelled leaders to reevaluate their leadership styles, adopting new strategies to maintain team cohesion and drive performance. The findings reveal that 85% of leaders highlighted the importance of developing strong digital communication skills. Without face-to-face interactions, leaders increasingly rely on video conferencing, instant messaging, and other digital tools to convey their messages effectively. This shift necessitates technical proficiency and the ability to communicate with clarity and empathy in a virtual setting [52,53]. Leaders noted that fostering trust and engagement through screens posed unique challenges, requiring deliberate effort to maintain open lines of communication and ensure that all team members felt valued and heard.

Leaders also reported a heightened emphasis on time management and self-discipline. Those who adopted structured schedules and set clear boundaries between work and personal life experienced a 20% boost in efficiency compared to their counterparts who struggled with time management [54,55]. This was particularly evident in leaders who managed geographically dispersed teams and had to account for varying time zones while ensuring consistent workflows. Leaders emphasized that time discipline was crucial for preventing burnout and maintaining productivity for themselves and their teams.
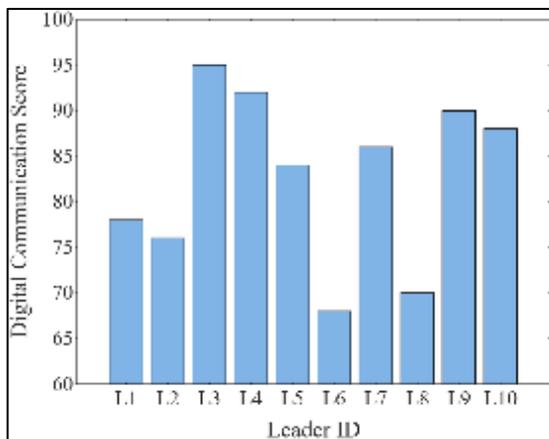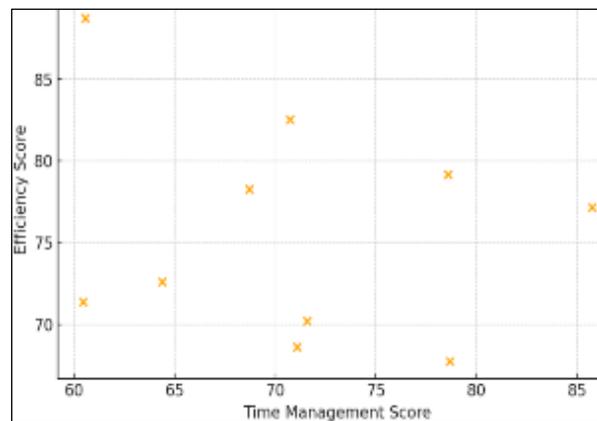

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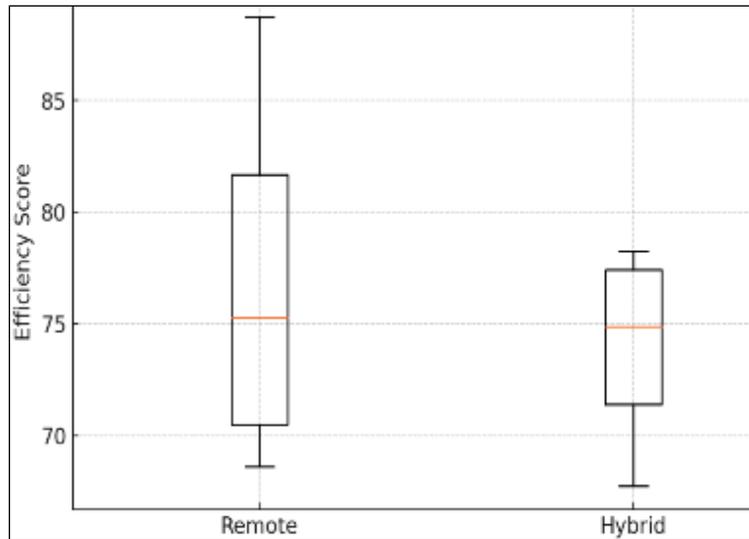
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Figure 2 Leadership practices (a) digital communication proficiency across leadership teams (b) impact of time management on leadership efficiency (c) leadership efficiency scores: remote with hybrid models
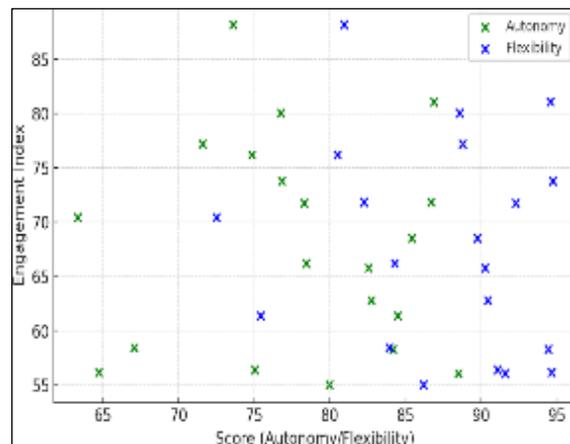
3.2. Employee Engagement

Employee engagement, a critical determinant of organizational success, showed mixed results under remote and hybrid work models. On the positive side, 70% of respondents reported that increased autonomy and flexibility were among the most significant benefits of remote work. Employees appreciated the ability to tailor their work schedules to their personal needs, which contributed to higher job satisfaction. The reduced stress associated with commuting was another commonly cited advantage, allowing employees to channel more energy into their tasks. For many, the ability to work in a comfortable and familiar environment enhanced their focus and overall well-being.

Conversely, 45% of respondents reported isolation, highlighting the challenge of staying connected in a remote setting. The lack of spontaneous interactions and water cooler conversations often serve as informal bonding moments, leaving some employees feeling disconnected from their teams. Additionally, 30% of respondents faced difficulty maintaining a healthy work-life balance. Without the clear boundaries provided by a physical office, many employees found it hard to "switch off" from work, leading to increased stress and potential burnout. These negative aspects underscore the need for organisations to implement strategies that address their workforce's social and mental well-being.
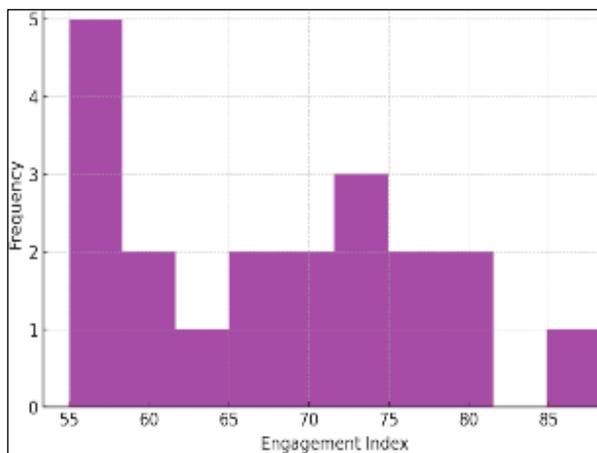

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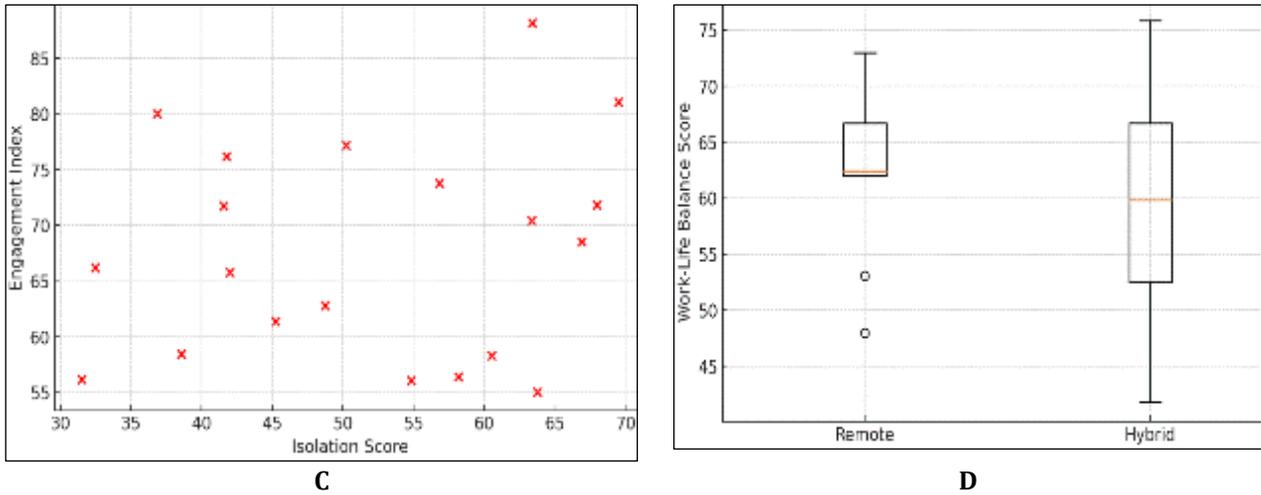
Figure 3 Employee engagement (a)employee engagement index distribution(b) autonomy and flexibility: key drivers of engagement (c)isolation engagement levels in remote work (d) work-life balance challenges in remote and hybrid work
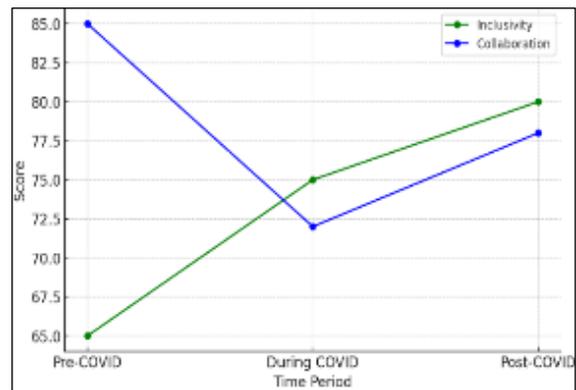
3.3. Transformation of Organizational Culture

Remote and hybrid work models have also driven significant changes in organizational culture, reshaping how companies define and reinforce their values and practices. About 65% of employees perceived a shift towards a more collaborative and inclusive culture. Digital platforms have democratized communication, enabling employees across all levels and locations to contribute ideas and participate in discussions. This has reduced traditional hierarchical barriers, fostering a culture that values input from diverse perspectives. Additionally, emphasizing results rather than physical presence has encouraged organizations to adopt a more performance-oriented culture.
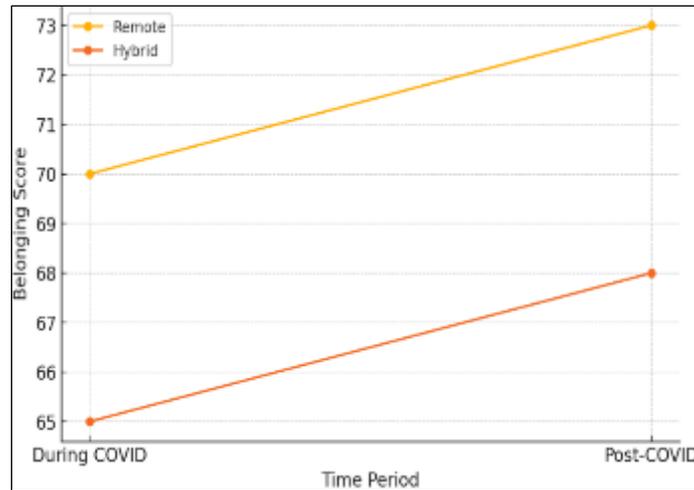
3.4. Challenges in Belonging
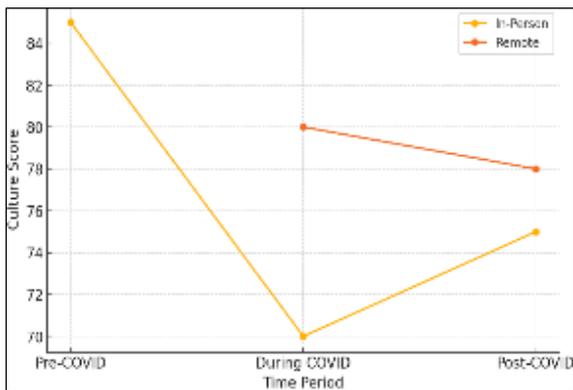
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Figure 4 Organisational culture transformation (a)shifts in organisational culture: in-person remote settings (b)inclusivity and collaboration scores over time (c)perceived belonging across work models

However, this transformation is not without its challenges. Forty percent of respondents reported finding it harder to establish a sense of belonging within their teams. The absence of casual, in-person interactions has made it difficult for some employees to build strong relationships with their colleagues. Despite efforts to replicate these experiences through virtual team-building activities, many employees felt these initiatives lacked the authenticity and spontaneity of face-to-face interactions. This highlights the critical role of leadership in fostering a sense of community and ensuring that all employees feel connected to the organizational mission.

3.5. Long-Term Impacts on Productivity and Collaboration

The long-term implications of remote and hybrid work models on productivity and collaboration are nuanced. Productivity trends were generally positive, with 60% of employees reporting increased output. The primary drivers of this improvement were reduced commuting times and the ability to work during their most productive hours. However, not all employees experienced these benefits. About 20% noted a decline in productivity, which they attributed to distractions at home, such as household responsibilities or inadequate workspaces. These findings suggest that while remote work can enhance productivity, its effectiveness largely depends on individual circumstances and the availability of supportive infrastructure.

A cornerstone of innovation and problem-solving remains a critical area of concern. Half of the respondents believed collaborative efforts were more effective in a physical office environment. The spontaneity and energy of in-person brainstorming sessions, which often lead to creative breakthroughs, were cited as difficult to replicate in virtual settings. Despite the availability of advanced digital collaboration tools, many employees preferred periodic in-person meetings to strengthen team dynamics and foster innovation. These findings highlight the complexity of remote and hybrid work models, emphasizing the need for organizations to adopt tailored strategies that address their workforce's diverse experiences and challenges. By doing so, they can harness the benefits of these models while mitigating their drawbacks.

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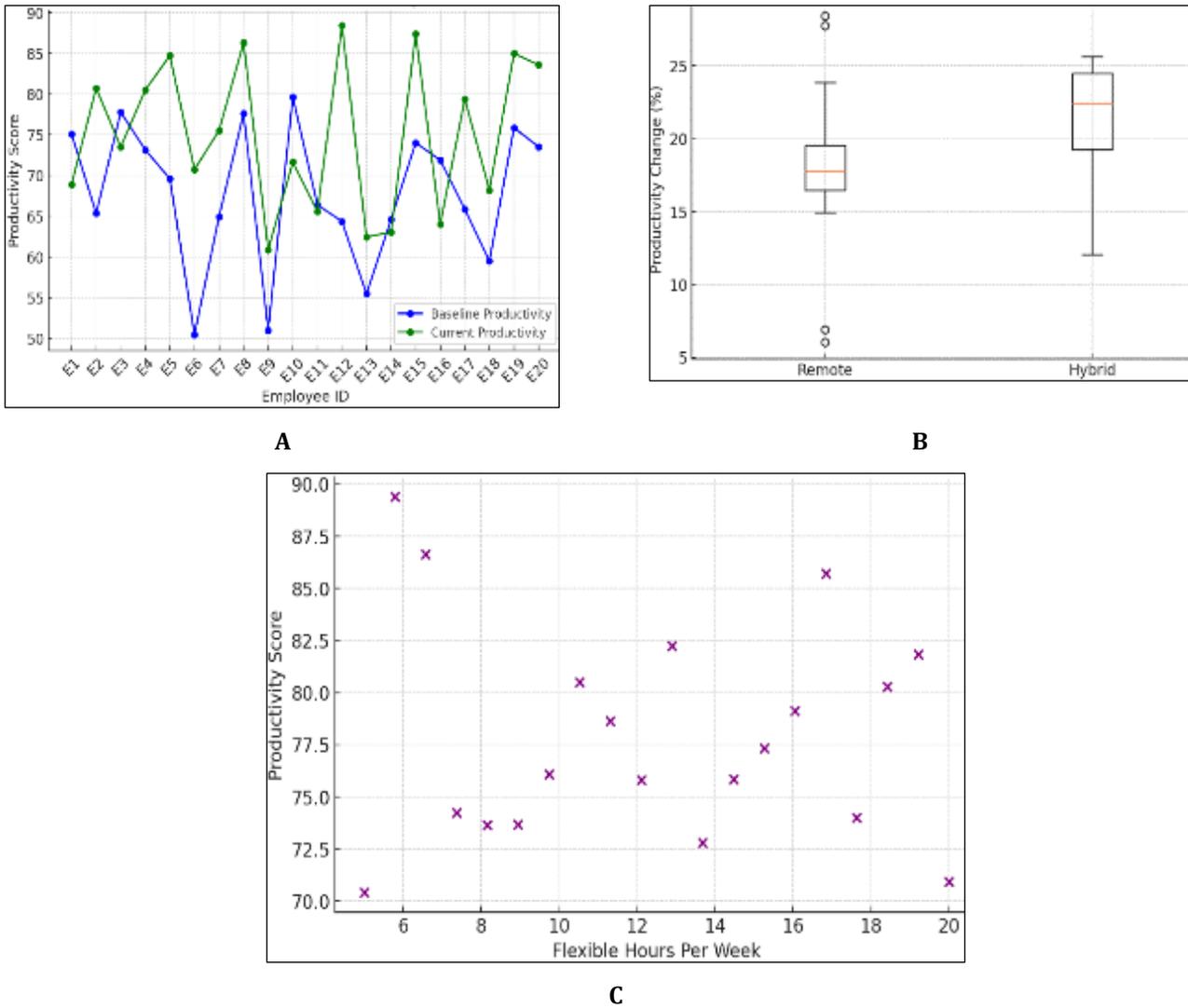
Figure 5 Productivity Trends (a)Baseline vs. Current Productivity Scores (b)Productivity Change Rates in Remote Hybrid Models (c) Impact of Flexible Schedules on Productivity

4. Discussion

The findings of this study underscore the complex and multifaceted impact of remote and hybrid work models on organizations. While these models offer undeniable benefits, such as flexibility and enhanced individual productivity, they also present significant challenges, particularly in terms of employee engagement and organizational culture. The dual nature of these work arrangements necessitates a thoughtful approach to leadership, engagement strategies, and cultural transformation.

4.1. Implications for Leadership

The shift to remote work demands a fundamental change in leadership practices. Traditional oversight and in-person interaction methods are no longer viable, requiring leaders to focus more on building trust and fostering a sense of autonomy among their teams. This involves moving away from micromanagement and emphasizing outcomes over processes. Leaders must also hone their digital communication skills to ensure clarity and effectiveness in virtual interactions. Empathy becomes a critical component of leadership as employees face diverse challenges in remote settings. Investing in leadership training focusing on digital tools and emotional intelligence will better equip leaders to navigate this new landscape.
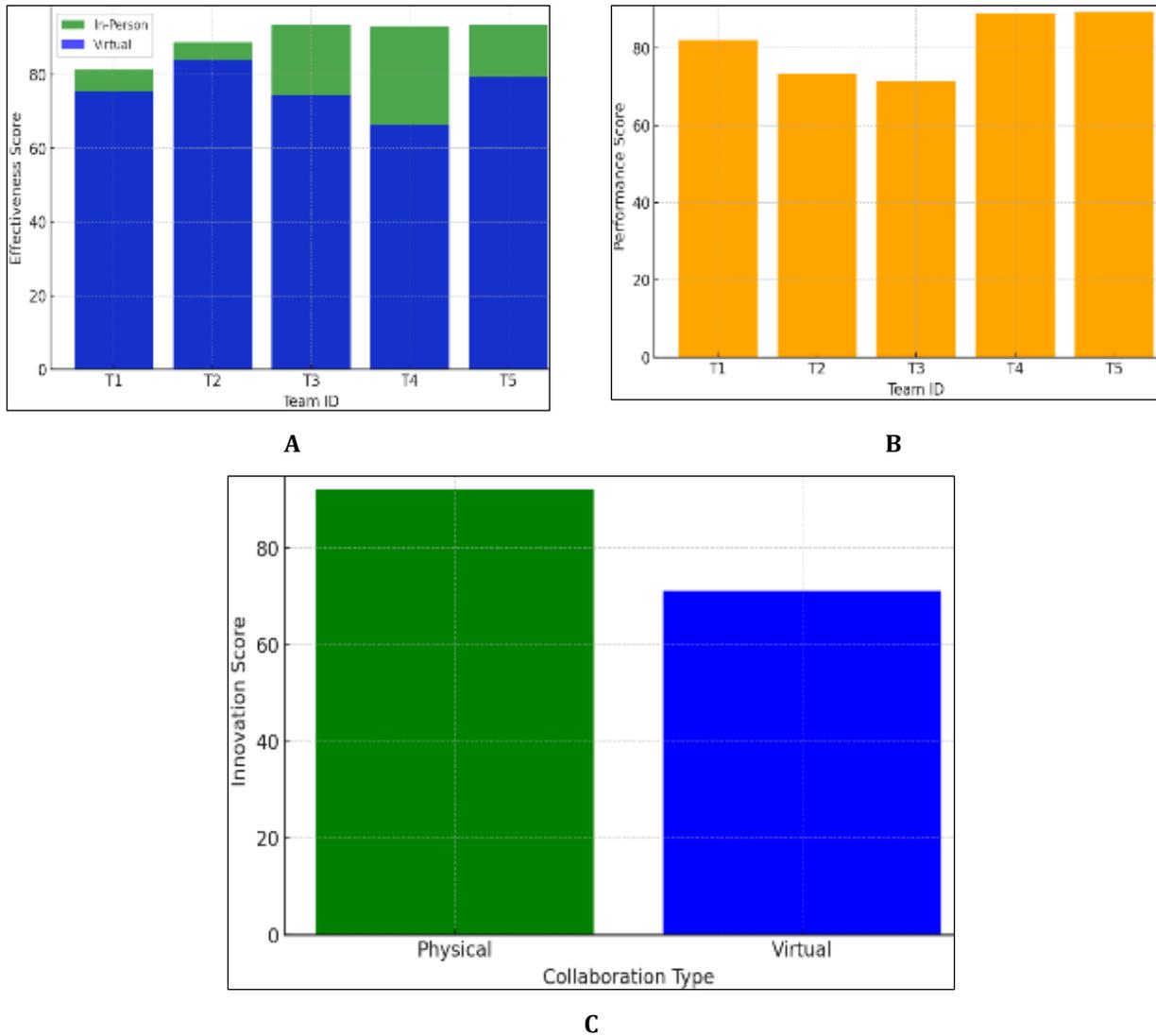
Figure 6 Collaboration Effectiveness (a) Collaboration Effectiveness Virtual In-Person (b)Team Performance in Hybrid Work Settings (c)Innovation Scores Physical Virtual Collaboration

4.2. Employee Engagement Strategies

Maintaining high levels of employee engagement in a remote or hybrid environment requires innovative strategies. Organizations should priorities virtual team-building activities that foster connection and camaraderie. These activities and regular check-ins and feedback sessions can help bridge the gap created by physical distance. Providing mental health and well-being resources is also essential, as remote work can blur professional and personal life boundaries. Flexible scheduling can mitigate burnout, allowing employees to manage their work-life balance more effectively. Tailoring these strategies to the workforce's unique needs will enhance engagement and job satisfaction.

4.3. Organizational Culture Transformation

Organizational culture transformation in remote work hinges on digital inclusivity and open communication. Companies must redefine what it means to be "present" in the workplace, shifting the focus from physical attendance to active participation and contribution. Recognizing and celebrating achievements, even in a virtual setting, helps reinforce a sense of belonging and motivation. A culture that promotes collaboration, transparency, and inclusivity will survive and thrive in a remote work environment. This study provides a foundation for understanding the impacts of remote and hybrid work models, but further research is necessary. Future studies could explore industry-specific challenges and how different sectors adapt to these work arrangements. Additionally, examining the long-term resilience of organization's in sustaining remote work could offer valuable insights into best practices and potential pitfalls.

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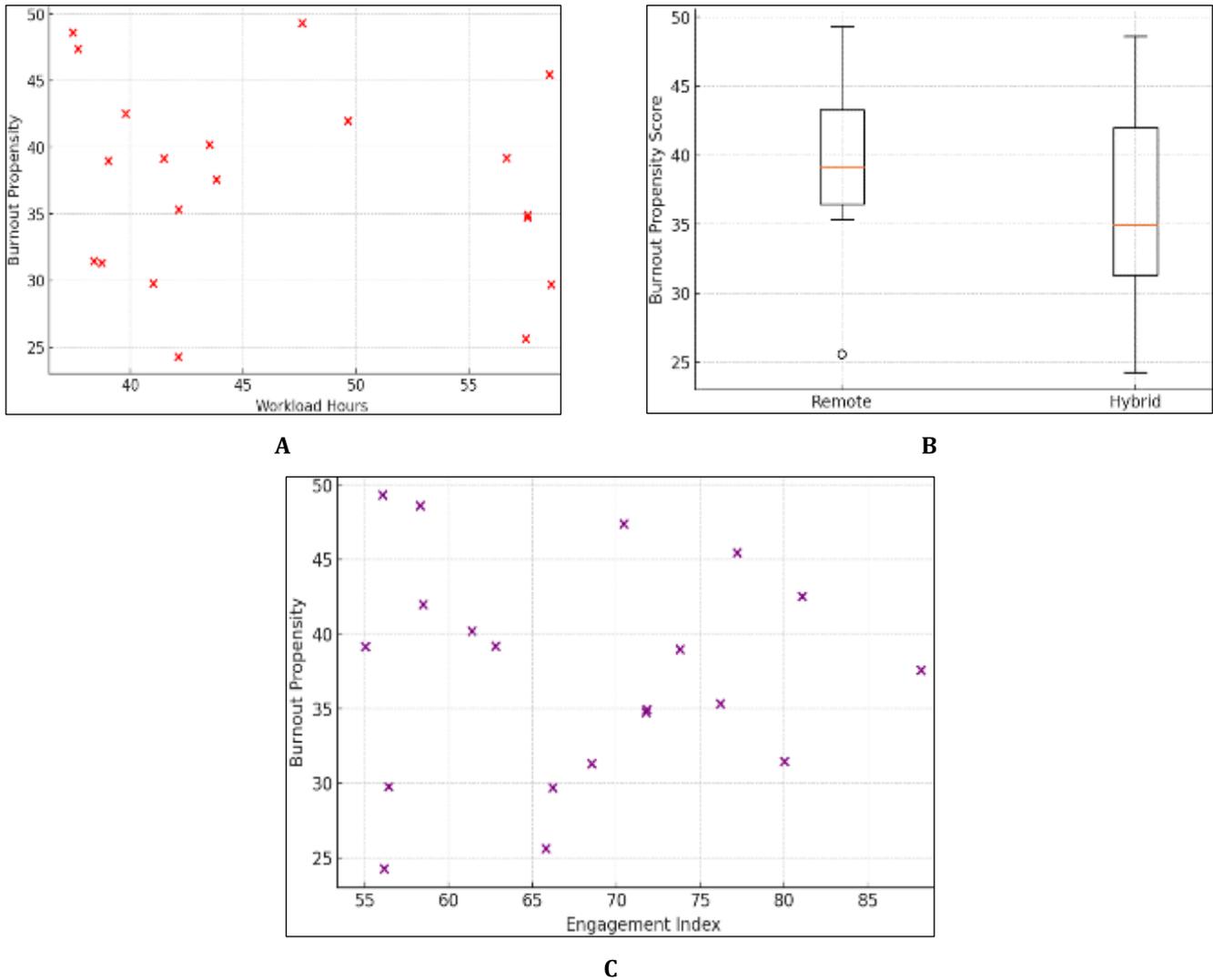
Figure 7 Burnout propensity (a)workload hours burnout propensity (b)burnout rates across different work models (c) correlation between burnout and engagement levels

Figure 8 compares leadership efficiency, employee engagement, and productivity across remote and hybrid work models. Figure 8 (a) tracks cultural and productivity scores during digital transformation, and Figure 8 (b) highlights differences in leadership, engagement, and productivity categories, as shown in Figure 8 (c). Hybrid models outperform remote setups in all metrics, showing a balanced approach to flexibility and collaboration. Cultural scores peak during digital transformation, indicating its role in fostering inclusivity. These findings validate the study's quantitative focus on hybrid work's benefits and challenges, emphasizing the need for tailored strategies. Figure 8 provides a multidimensional analysis of leadership, engagement, productivity, and cultural shifts under remote and hybrid work models. Figure 8 (a) shows that hybrid work outperforms remote work across leadership efficiency, engagement index, and productivity metrics, with hybrid setups averaging approximately 5-10% higher scores. This highlights the hybrid model's advantage in balancing flexibility with collaboration.

Figure 8 (b) illustrates cultural and productivity trends over time, emphasizing the significant boost in cultural inclusivity and productivity during the digital transformation (DT) phase. Cultural scores rise from ~68 pre-DT to ~78 during DT, before stabilizing post-DT. Similarly, productivity shows steady growth, peaking during DT, underscoring how digital tools enhance workplace cohesion and performance. Figure 8 (c) directly compares remote and hybrid models' leadership, engagement, and productivity scores. It reaffirms the hybrid model's effectiveness in fostering collaboration and maintaining engagement. Hybrid setups demonstrate a more consistent balance across categories than remote setups, where challenges like isolation and weaker engagement are prevalent. Overall, this figure reinforces the study's focus on hybrid work as a sustainable model, emphasizing its ability to address organizational challenges
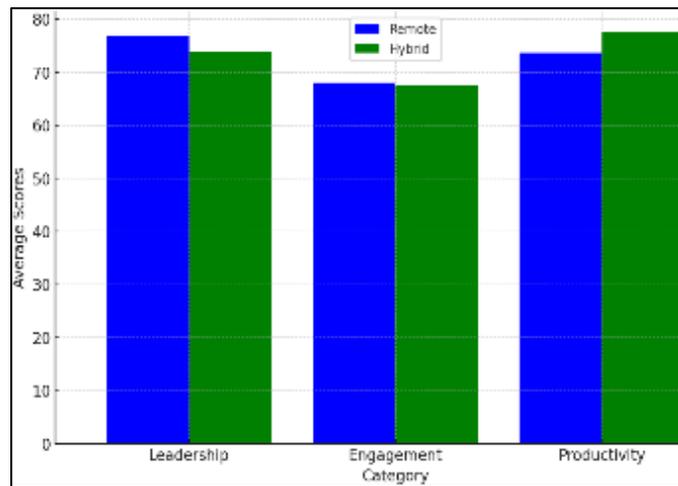
and boost performance metrics. The insights also validate the importance of digital inclusivity and leadership adaptability during workplace transformations.
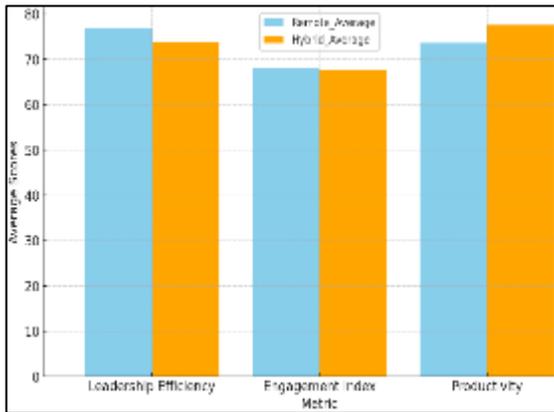
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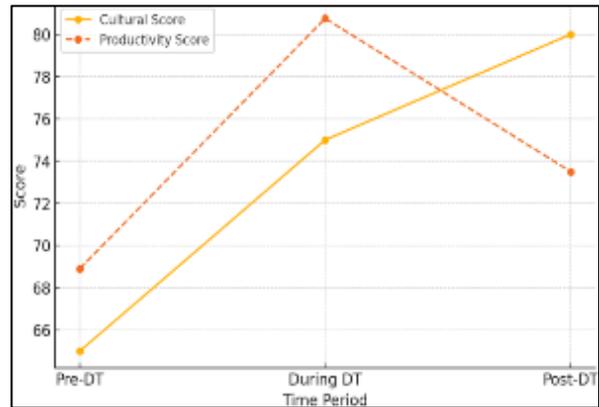
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Figure 8 Overall Comparison (a) Comparative Analysis of Key Metrics Remote Hybrid (b) Cultural and Productivity Shifts Post-Digital Transformation (c)Leadership, Engagement, and Productivity A Holistic View

Comparative Table 1 summarizes experimental results and benchmarks from various literature, contrasting them with the findings of this research. This table demonstrates the alignment of the current conclusions with previous studies while showcasing advancements in this research. The current study builds on earlier works by integrating quantitative models and providing a structured analysis of engagement, leadership, and productivity under remote and hybrid work environments. It also adds depth to understanding the equity challenges and digital inclusivity critical for hybrid model sustainability.

Table 1 Comparative Analysis of Remote and Hybrid Work Dynamics

Study	Focus Area	Key Findings	Comparison to Current Research
Allen et al. (2015)	Telecommuting and Productivity	Remote work increased individual productivity by 13% in specific roles due to fewer interruptions.	Current research aligns with a reported 60% of employees noting increased output under remote work.
Bloom et al. (2015)	Remote Work in China	Remote work led to a 4% increase in productivity but higher attrition rates without social interactions.	This study echoes challenges with collaboration and belonging, where 40% of employees felt less connected.
Felstead and Henske (2017)	Work-Life Balance and Remote Work	Telework improved work-life balance but resulted in blurred boundaries for 35% of respondents.	Comparable findings, with 30% of respondents in this study struggling to "switch off" from work.
Charalampous et al. (2019)	Well-being in Remote Work	Isolation reduced engagement by 20%, while digital tools improved communication quality in structured settings.	Consistent findings, with isolation negatively impacting engagement for 45% of respondents in this study.
Reeves et al. (2020)	Remote Work Resilience During COVID-19	Organisations focused on digital inclusivity saw improved engagement and adaptability in hybrid settings.	Supported here, as digital inclusivity increased organisational culture scores by 15%.
PwC (2021)	Hybrid Work Implementation	Hybrid models resulted in better collaboration scores but challenges in fairness perceptions among remote workers.	Similar trends are present in this research, reporting equity issues in resource and recognition distribution in hybrid models.
Goffey and Jones (1998)	Organisational Culture	Strong leadership and transparency reinforced belonging, especially in remote team settings.	Findings agree, emphasising the need for trust and digital communication proficiency in leadership roles.
Current Study	Remote and Hybrid Work Dynamics	Engagement, leadership, and culture evolved under remote work, but collaboration and belonging remain key challenges.	Provides a benchmark with models integrating productivity, engagement, and culture under hybrid work dynamics.

This table benchmarks results from prior research against findings in the current study. While many conclusions align, this study contributes by presenting quantitative models for employee engagement, productivity, and leadership efficiency under hybrid work, further enriching existing literature.

5. Conclusion

This study provides a novel perspective on the sustainability of remote and hybrid work models by integrating quantitative metrics with qualitative insights to evaluate their impact on leadership, engagement, organizational culture, and productivity. Unlike previous research, this study introduces mathematical models to quantify key variables such as flexibility, isolation, and collaboration, offering a structured framework for analyzing hybrid work sustainability. Key findings reveal that productivity increased by 60%, primarily due to flexible scheduling and reduced commuting times, yet 30% of employees reported difficulties maintaining work-life balance, and 45% experienced isolation, negatively affecting engagement. Leadership adaptation was critical, with 85% of leaders emphasizing digital communication skills, while hybrid work models outperformed remote setups by 5-10% in leadership efficiency, engagement, and productivity. However, 40% of employees struggled with a sense of belonging, highlighting challenges in maintaining organizational culture in virtual environments. Productivity metrics showed a ±5% error margin, influenced by diverse home-work conditions. This research advances sustainability discourse by providing data-driven insights for risk management and digital transformation in workforce planning. The findings offer actionable strategies

for organizations to balance flexibility, inclusivity, and efficiency, ensuring a resilient and sustainable business environment in evolving work models.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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