



Research Article



## The Impact of the Hybrid Work System on Employees' Organizational Commitment: An Analytical Study of the Opinions of a Sample of Employees at Asiacell Telecommunications Company

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**Abstract:** This research was intended to study and analyze the effect of hybrid working models on organizational commitment of a sample of employees of Asiacell Telecommunications Company. Specifically, the study aimed to gain insight into the meaning of the dimensions of spatial and temporal flexibility and how they can influence the affective attachment and ethical commitment of employees.

A descriptive-analytical method was used in the study. Data collection was purposive sampling with number of respondents (100) employees of the company. The data were statistically analyzed through the statistical programs (SPSS, JASP, and SmartPLS) to check the direct relationship between the independent variable (hybrid work) and the dependent variable (organizational commitment).

The findings indicated that hybrid work positively and directly influenced work organizational commitment and statistically significantly. The study also revealed that affective commitment was greater among employees working in the hybrid model than among their counterparts, suggesting that increasing employees' autonomy in their work increases employee value of organizational identity.

The study suggests that evaluating employees with solely work-based criteria rather than tracking time in the office. This would boost the self-confidence of the employees and have an impact on their commitment to the organization that appreciates their real contribution.

**Keywords:** Hybrid Work, Organizational Commitment, Asiacell Telecommunications Company.



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### Introduction

In recent years, the traditional methods of working have been revolutionized by the new flexible working models that are emerging, which involve a blend of remote and in-person work. This shift was not just a result of technological advances and the need for cost reductions, but also a reaction to significant shifts in attitudes among workers regarding their working environments and the expectations they hold for them. Given the rapidly increasing widespread use of this model in the post-COVID-19 pandemic world, it has been shown to positively influence the work-life balance of employees, as well as job satisfaction and productivity and the likelihood of them leaving their current job.

These flexible models are however not just assessed in terms of productivity (as a number), but also in terms of the organizational commitment of employees. Organizational commitment is viewed as a fundamental element of institutional sustainability because commitment is a state of mind that helps to predict how long an employee will stay at the organization, how much he or she will try to do, and how well he or she will align his or her goals with those of the organization.

When working from remote locations, organizational commitment becomes more significant because it is a contributing factor that helps to build team cohesion and communication, particularly in the face of difficulties in monitoring remote work and sustaining an organization's identity despite the continuous lack of physical presence.

While hybrid work arrangements create a diversity and inclusion opportunity, they also present some basic questions about developing a new psychological contract that keeps workers committed and affiliated in their organizations even though they are physically distant. In this regard, the present study aimed to shed light on this dynamic relationship in the light of the current study, and the company of Asiacell Telecommunications Company in Iraq was taken as an empirical field. This setting has been chosen because it is one of the important sectors that has widely embraced flexible working models, and as such an excellent setting on which to evaluate the impact of flexible working models on organizational commitment, and to generate scientific insights to help modern organizations create an employee-centred workplace that is balanced and productive.

## **Study Methodology**

### **Study Problem**

The telecommunications industry in Iraq is very competitive and is undergoing rapid changes. The most significant problem in HRM at Iraqi Telecommunication Companies is obtaining and keeping qualified human talents. Attracting and retaining the best talent is a goal of every organization; therefore, one of the main problems facing organizations is the loss of their human resources. This can lead to a loss of knowledge and experience of the employees who depart the organisation and can also lead to an employee shortage. Given these problems, organizational commitment becomes one of the most salient and pressing issues in competitive settings like telecommunications. In this context, it has been pointed out that low commitment in the organization causes employees to change jobs quickly, which results in a high rate of employee turnover and thus negatively affects the companies' financial performance. A low level of organisational commitment results in poor output of work, loss of productivity and loss of competitive advantage for the companies.

Due to the radical changes of the last few years in the local and global work environment, especially the increased number of flexible work arrangements, the management of telecommunications companies is facing a new challenge in the way they can keep their employees emotionally and ethically connected to the company (organizational commitment). Thus, the study problem is formulated as follows: The implementation of the hybrid work system is a double-edged sword for organizational commitment in the company. This system can benefit the level of commitment by offering flexibility and enhancing work-life balance, on the other hand. Conversely, it can cause serious professional isolation, lesser interaction with the organizational culture and poor quality interpersonal relations, which can undermine employees' affective and normative commitment.

Based on the foregoing, the study problem can be formulated through the following main question:

**What is the impact of adopting the hybrid work system on the levels of organizational commitment at Asiacell Telecommunications Company in Iraq?**

Based on the main question, a set of sub-questions can be identified, which the present study seeks to answer, as follows:

1. What is the level of awareness among the study sample regarding the dimensions of organizational commitment in the organization under study?
2. What is the impact of adopting the hybrid work system on organizational commitment in the organization under study?

### **Significance of the Study**

#### **Scientific Significance:**

The relevance of the study is the variables that it aims to address, hybrid work system and organizational commitment. While there has been some research on these variables in various work settings, the research base is still limited, even though the recent scholarly interest in these variables has taken place in different work settings. As such the present study is a step towards

filling the gap in knowledge on the subject and also a contribution to the study of human resource.

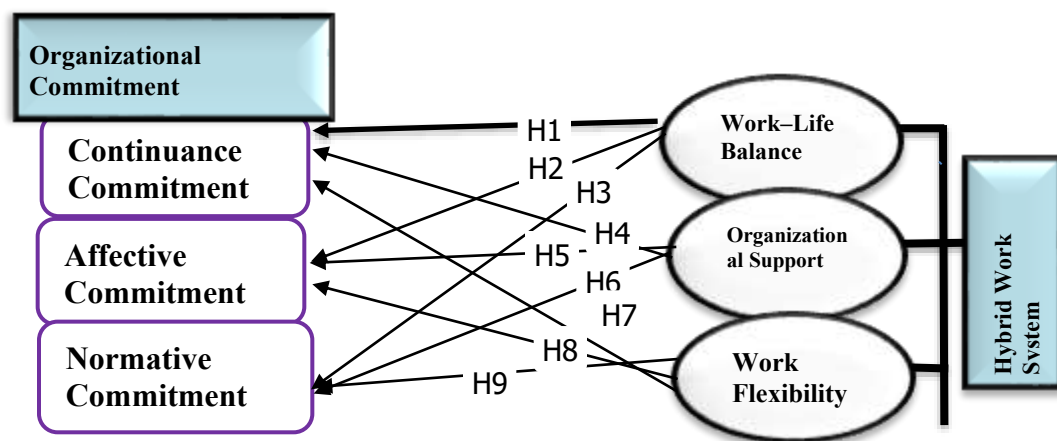
### Practical Significance:

The applied and practical value of the study is the recommendations and proposals for the problem that have been given to the decision-makers and managers in the organization that has been studied. These recommendations can help enhance work quality, minimize factors that may lead to failures or organization decline, and deliver the best possible recommendations to solve problems when implementing hybrid work systems in the organization studied.

### Study Objectives

1. Determine the level of awareness among the study sample regarding the dimensions of the hybrid work system in the organization under study.
2. Determine the level of awareness among the study sample regarding the dimensions of organizational commitment in the organization under study.
3. Determine the level of impact of adopting the hybrid work system on organizational commitment in the organization under study.

### Hypothetical Study Model



**Figure 1.** Hypothetical Study Model.

### Study Hypotheses

Based on the study questions and objectives, the main study hypotheses can be formulated in preparation for testing them, as follows:

- **(H1)** There is a statistically significant effect of work life balance on continuance commitment in the organization under study.
- **(H2)** There is a statistically significant effect of work life balance on affective commitment in the organization under study.
- **(H3)** There is a statistically significant effect of work life balance on normative commitment in the organization under study.
- **(H4)** There is a statistically significant effect of organizational support on continuance commitment in the organization under study.
- **(H5)** There is a statistically significant effect of organizational support on affective commitment in the organization under study.
- **(H6)** There is a statistically significant effect of organizational support on normative commitment in the organization under study.
- **(H7)** There is a statistically significant effect of work flexibility on continuance commitment in the organization under study.
- **(H8)** There is a statistically significant effect of work flexibility on affective commitment in the organization under study.

- **(H9)** There is a statistically significant effect of work flexibility on normative commitment in the organization under study.

### Study Methodology

The study uses descriptive-analytical approach which not only describes the phenomenon studied (the hybrid work system and organizational commitment) in the organization studied, but also focuses on analyzing the causal relationship between the variables based on quantitative data obtained using the primary measurements in the study.

### Study Population and Sample

This study is conducted with the group of employees and staff members of Asiacell Telecommunications Company. Due to the branches of Asiacell located in various parts of Iraq, and the difficult task of distributing questionnaires among all branches of Asiacell, it was decided to use purposive (judgmental) sampling. Therefore, a sample of 100 employees of the company was taken to represent the employees in the company. An electronic questionnaire was also created and sent to the chosen sample of respondents that was given access to the company's Human Resources Department.

### Research Gap

Although numerous publications have been written about hybrid working, most are still predominantly concerned with large enterprises, neglecting to include small and medium-sized businesses. Moreover, few research studies have attempted to measure the effect of the dimensions of hybrid work on the level of organizational commitment, especially in companies that heavily rely on digital technologies like telecommunications companies, especially in new economic environments like Iraq, where the difficulties of SMEs are different from those of large government institutions.

### Use of Variable Measurement Instruments

The questionnaires were used as the main instrument for data collection, which was obtained from a validated questionnaire. It was created electronically and sent by electronic links via Human Resources Department of Asiacell Telecommunications Company. The questionnaire was divided into two parts:

- **Section One:** Demographic variables (gender, age, educational attainment, and years of service).
- **Section Two:** Study variables, which were measured using a five-point Likert scale.

| Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------------|----------|---------|-------|----------------|
| 1                 | 2        | 3       | 4     | 5              |

To construct the scale for the independent variable (hybrid work system), the researcher relied on a review of previous literature. The dimensions of the hybrid work system variable were measured through the following dimensions: (work flexibility, work life balance, and organizational support), based on the study by (Santillan et al., 2023:33), and the study by (Revy & Hari, 2026:68). As for the organizational commitment variable, it was measured through the following dimensions: (affective commitment, continuance commitment, and normative commitment), based on the study by (Kell & Motowidlo, 2013:218), the study by (Martinus and Ellitan, 2022:600), and the study by (Alrowwad, 2019:9135).

### Statistical Analysis Methods

Data analysis was done by using Statistical Package for the Social Sciences (SPSS) which was used for descriptive analysis. The study hypotheses were also tested using Partial Least Squares Structural Equation Modeling (PLS-SEM) in the SmartPLS software, because it has a high ability to process complex models.

## **Theoretical Framework**

### **The Concept of the Hybrid Work System**

Hybrid work became the primary model for work in the post-World War II era. Hybrid working is a mix between working remotely and in the office, giving staff a balance between work and life demands and still keeping the company on track in terms of overall productivity (Kumari, 2026:45). With this, the first aspect of hybrid working is about “when and where” flexibility, in which work is carried out from the employer's place of work and at home or at another location, supported by digital tools and platforms for work, communication and collaboration (Vartiainen & Vanharanta, 2023:1).

Yet, hybrid working is becoming more and more significant, yet a clear and coherent conceptualization of hybrid working is still difficult. Most definitions of hybrid working focus on this as an organizational structure made up of a flexible arrangement for employees to work in the office and remotely (Lauring & Jonasson, 2025:2). In concept, hybrid working is the nexus of theories about remote working, flexible working and digitalisation of the workplace (Ranganatha, 2025:5).

In general, hybrid work is a flexible work model that supports a combination of office-based and remote work, or work while commuting (Ateeq, 2022:292). As such, with this work model, the employee has the freedom to determine his/her work location and mode. Hybrid work is additionally described as a work environment that involves a recurrent mix between traditional (e.g. in the office) and non-traditional (e.g. at home via digital devices) work options (Hossain et al., 2024:42).

Hybrid work is seen as a flexible, dynamic, and interactive phenomenon that encompasses aspects of work, place and time, and the interactions between person and organization, and with life. This hybrid approach offers workers the choice of working in an office or from another remote site, with or without the help of information and communication technologies (Krajcik & Barath, 2023:3). The hybrid work system has also been defined as a work arrangement in which employees perform their job duties outside the traditional office environment. Hybrid work combines remote work with periodic office attendance, thereby providing employees with flexibility while maintaining a certain level of physical presence in the workplace (Mustajab, 2024:894).

While there are a number of different ideas that fall under the umbrella of hybrid work or remote work, the concepts generally center on an area of work, and any arrangement of working remotely – outside of the employer's premises or fixed location – through digital technologies like networks, laptops, mobile phones, and the internet.

### **The Importance of the Hybrid Work System**

The hybrid work system is a flexible and effective approach to increase job satisfaction, work life balance and employee performance by offering flexible working arrangements (time and place). These systems enable companies to grant more autonomy to their workers to organize their work in a way that suits their individual needs and allows them to adapt their workload to accommodate their requirements without reducing productivity (Revy & Hari, 2026:69). In addition, with this flexibility, employees can also reduce the pressures resulting from the high work demands imposed by most companies and increase their engagement and loyalty toward the organization. This means that hybrid work not only maintains work life balance but also creates a more sustainable and adaptable work environment for the future (Ranganatha, 2025:5).

Please note that working in a hybrid setting can lead to fewer distractions for employees when they are working from home, thus being able to focus and get tasks done faster. Besides, employees can enjoy a better balance of their personal and professional life with the flexibility offered by the hybrid working model. Employees with more flexibility over their work hours and place of employment feel less stressed and have a better work/life balance (Bharath & Srinivasa, 2024:33).

The hybrid work model also enables companies to access a broader talent pool, as hybrid business models that offer flexible work schedules have a greater opportunity to attract top talent from diverse geographical areas, which traditional business models lack (Corral, 2024:228). It should also be noted that the hybrid work system does not follow a one-size-fits-all approach to implementation, but rather offers numerous advantages, such as enhancing productivity and

employee well-being, improving collaboration and working relationships, expanding the talent pool, and strengthening trust between employers and employees ([Inthiyaz, 2025:4](#)).

In light of this, hybrid work models have demonstrated their effectiveness by reducing the time and effort wasted on daily commuting to offices, which has had a positive and direct impact on enhancing employees' job satisfaction and improving their levels of productivity ([Maity & Lee, 2025:158](#)).

### **Dimensions of Hybrid Work**

The dimensions of the hybrid work system encompass various technical, organizational, and social aspects. This model is not limited to merely distributing work between the office and home, but extends to include fundamental dimensions that influence the work environment. The most important of these dimensions are:

#### **1. Work Flexibility:**

Work flexibility refers to creating an adaptive work environment that transcends the physical boundaries of the traditional office, providing employees with the ability to perform their tasks from diverse locations and through multiple spatial options ([Parveen & Rizq, 2024:36](#)). Studies classify work flexibility into two main types: **temporal flexibility**, which relates to the ability to adjust working hours in terms of duration or scope, such as part-time work or job sharing ([Kamp et al., 2024:153](#)); and **spatial flexibility**, which allows professional activities to be performed in locations outside the organization's official premises, such as working from home, cafés, or while commuting through airports and trains ([Ray & Pana-Cryan, 2021:3](#)).

The widespread adoption of cloud computing, high-speed Internet, and mobile devices such as smartphones and tablets has contributed to enhancing work flexibility and enabling employees to seamlessly connect to their job tasks from anywhere ([Kusumawati, 2024:25](#)). Flexibility at work should be noted as it helps companies boost productivity and efficiency by arranging time and place. Flexible work allows workers the freedom of how and when they do their work, thereby helping them to overcome the hurdle of balancing work and personal life, which in turn helps to improve their performance at work ([Revy & Hari, 2026:68](#)).

#### **2. Work Life Balance:**

Work life balance is defined as the extent to which an individual can simultaneously balance the emotional, behavioral, and time-related demands of paid work with personal and family responsibilities ([AlHazemi & Ali, 2016:75](#)). It should be noted that the term "work life balance" was initially understood by researchers as involving low levels of conflict between work and non-work demands. In other words, work life balance refers to a balance of satisfaction between individuals' family lives and their working lives ([Daly, 2019:7](#)). Work life balance is also defined as the amount of time spent performing work compared with the amount of time spent with family and engaging in activities that one enjoys ([Otuya & Andeyo, 2020:249](#)).

Despite work pressures and ongoing activities that require time and attention, work life balance can therefore be regarded as the interaction between paid work and unpaid work within the family and community ([Aledeinat, 2021:2](#)). The purpose of balance is to ensure that personal life, including hobbies, family, and self-care, is not neglected due to work-related responsibilities. Achieving work life balance can lead to improved physical and emotional well-being, enhanced creativity, and increased job satisfaction ([Hossain et al., 2024:44](#)). Work life balance is also the balance that people try to achieve between work and life. This includes how to handle work related activities, career goals, and organizational duties and responsibilities, as well as relationships, hobbies, and physical and mental needs ([Shah & Gawande, 2024:131](#)).

#### **3. Organizational Support:**

The idea of organizational support is based on social support theory which posits that workers form general beliefs and perceptions about how much their organization appreciates their work and values their personal welfare. The significance of such support is that it can meet employees' social and emotional requirements, and can also be used as a gauge of the organization's commitment to recognizing and rewarding outstanding performance ([Abou-Moghli, 2015:198](#)).

It is important to note that organizational support leads to a sense of belonging to the organization, which increases an employee's feelings of belonging to the organization's identity, and increases communication between the employee and the company. Employees' sense of value

and support leads to better performance ([Chen et al., 2020:25](#)).

Organizational support refers to the type of support which companies give to their workers during their work hours. Organizational support manifests in various ways in the context of hybrid working arrangements and varies according to the type of companies and business model. These include financial support, provision of training programs, comfortable furniture and advanced technology to cater to the needs of employees to set up flexible and hybrid workstations ([Aprilina & Martdianty, 2023:209](#)).

One of the factors in the Job Demands Resources theory is perceived organizational support which is an important resource for remote workers. It involves the level of rewards that organizations give to employees for their work, support when necessary, fun in the work, and the level of working conditions that the employees have ([Kohont, 2025:6](#)).

Organizational support is also defined as the company's efforts to create favorable working conditions, such as implementing routine programs to improve employee efficiency and providing a comfortable and safe work environment. This concept of organizational support leads to an approach that allows employees to develop without strict constraints imposed by the company ([Revy & Hari, 2026:70](#)). Strong and unrestricted support can also motivate employees toward greater commitment and improved productivity because they feel valued and cared for in every aspect of their work ([Charles et al., 2025:33](#)).

### **The Concept of Employees' Organizational Commitment**

There is no universally comprehensive definition of organizational commitment, as it has been described differently by numerous authors and researchers from various perspectives. Among the perspectives that have addressed the concept of organizational commitment, ([Drucker, 2005:3](#)) stated that organizational commitment is the state of commitment adopted by employees within a company in order to achieve organizational goals. Commitment often reflects an employee's belief in the organization's mission and objectives, willingness to exert effort to accomplish its mission, and desire to continue working within the company ([Martinus and Ellitan, 2022:605](#)).

Organizational commitment is also the degree to which an employee adopts the organization's values and goals, reflecting his or her intrinsic desire to stay within the organization. It is defined in terms of an individual's commitment to the organization, its goals and objectives, and his or her role within it. Organizational commitment is expressed as a mental state of attitude towards the organization that is reflected in the level of involvement of an individual in the organizational setting and his/her commitment to serving the organization rather than leaving it, which in turn translates into behavioural and value-based commitment and ultimately inspires the employee to go the extra mile and retain the organization ([Dilshan & Iddagoda, 2023:137](#)).

It is important to mention that organizational commitment is one of the most important elements in ensuring organizational success because it allows for understanding of the diversity of individuals' behavior in the organization. Thus, their knowledge of their types and levels is crucial for managers who are aware of the importance of human resources in comparison to other resources in a specific organization ([Wziątek-Staśko et al., 2023:537](#)). In a similar frame of reference, organizational commitment is a person's absolute willingness to engage in a profession with integrity and commitment on behalf of the organization; as well as complete acceptance of the organization's fundamental values and goals. Loyalty to its employees goes beyond work accomplishment and is characterized by the emotional connection and moral obligation of employees for the organizational entity ([Chen, 2023:66](#)).

It is worth noting that organizational commitment involves interactive and psychological relationships and employees' desire to make meaningful contributions to the organization, rather than merely representing a material and routine relationship between the employee and the organization ([Wydyanto & Yandi, 2020:322](#)). So, organizational commitment is a psychological connection that an employee has to his/her organization, expressed in terms of loyalty, responsibility, and involvement in the organization's success. Employees who move with high organizational commitment will be more inclined to be engaged in their work, invested in it and will try to match their personal goals with the goals of the organization ([Moreno-Menéndez et al., 2026:6](#)). Organizational commitment is also a mental attachment between staff and their organization, manifested by loyalty, identification, and a proactive desire to advance the

organization's objectives (Prajadiredja & Cahyadi, 2026:6).

### **Types of Organizational Commitment**

Although there is a wide range of definitions of organizational commitment, the three-component model developed by Meyer and Allen (1991, 1997) is considered the dominant approach to understanding organizational commitment. It consists of three main dimensions: affective commitment, continuance commitment, and normative commitment (Kell & Motowidlo, 2013:218). These dimensions were adopted in the present study to examine organizational commitment among a number of employees at Asiacell.

#### **1. Affective Commitment:**

Among the three dimensions of organizational commitment, affective commitment is the first and most influential, which indicates the emotional attachment of an employee towards the organization. This kind of commitment is reflected in the extent to which a worker feels attached to an organization's goals and values and has an intrinsic motivation to be active and to enjoy being a member of an organizational entity (Al-Jabari & Ghazzawi, 2019:7). In this context, persons' remaining in the group is due to their freedom of choice and their sincere, positive will to stay in the organization. Thus, affective commitment is considered to be a positive attitude developed by the employee's choice (Alrowwad et al., 2019:9136).

It is important to note that the employee's affective commitment is basically derived from his own values brought into the organization which match with organizational values and contribute to a sense of integration and attachment of the employee to the organization that has a positive impact on overall performance. Thus, affective commitment is viewed as the most powerful form of organizational commitment types as it is internal rather than external motivation. This is a commitment that is built up through a process of time, due to positive treatment from the organization (Khalid et al., 2022:230).

In a similar context, such a commitment can stem from one's personal sentiments and emotions for and in response to an organization. It can also be temporary, for a certain amount of time. The commitment is manifested in a variety of emotions, such as loyalty, attachment, affection, happiness, belonging and desire. May be developed on three base levels: shared values, goal congruence, and identity connection and personal integration. People who are emotionally connected to an organization are more likely to stay in the organization (Wziątek-Staśko, 2023:538).

Accordingly, affective commitment tends to be associated with high employees' motivation to go the extra mile in making the organization successful because employees believe that the organization's success is their success (Firdaus et al., 2025:225). Thus, affective organizational commitment links workers to the company's objectives and values and lowers withdrawal conduct, like absenteeism. It demonstrates a strong emotional bond with the organization; if employees feel connected to the organization, they support organizational goals, put in more effort, and perform better by providing better service and completing tasks (Osei et al., 2026:70).

#### **2. Normative Commitment:**

Normative commitment is commitment to the organisation gained through a personal moral commitment to staying in the organisation is the right and moral thing to do. Hence, when a person has high normative commitment, he/she stays on an organization because he/she thinks that they should stay on the organization (Alrowwad et al., 2019:9137). Normative commitment refers to the feelings felt by individuals as a result of internalization of organizational norms and values through socialization processes and/or benefits and advantages in the organization which create an obligation to reciprocate, or commitment to the terms of the psychological contract. The process can start before or after joining the organization; commitment can be expressed in the form of an employee's intention to stay in the organization as a result of their sense of moral obligation or indebtedness to their colleagues, supervisors, or the organization, itself. (Khalid et al., 2022:230).

Normative commitment is also influenced by organizational norms and socialization practices. Employees with strong normative commitment tend to engage in behaviors that support organizational goals while feeling a moral obligation to remain with the organization, thereby enhancing overall retention rates (Bucoy & Rosano, 2026:36). Normative commitment is manifested in an employee's sense of moral obligation that motivates them to continue working within the organization. Individuals with high levels of this commitment develop a firm belief that

remaining in the organization is a moral responsibility.

This feeling of duty is reinforced by the organization's support for the employee, such as providing opportunities to actively and positively engage in the formulation of strategic objectives, general policies and contributing to the setting of work procedures. It is important to highlight that this kind of commitment is formed due to a variety of experiences the individual has within and outside the organization. It is not just organisational values that are responsible for its emergence; it is primarily shaped by the personal, family and social values in which an individual grew up and which have a crucial role in shaping and building an employee's normative commitment (Osei et al., 2026:70).

### **3. Continuance Commitment:**

Continuance commitment centers on an employee's perception of the economic and social costs associated with leaving the organization. Individuals maintain their employment membership out of necessity rather than emotional desire, often because of the absence of better career alternatives (Khalid et al., 2022:230). Continuance commitment refers to the employee's level of awareness of the costs associated with the decision to leave the organization. This dimension is associated, on the one hand, with the performance efforts necessary to maintain employment and, on the other hand, with the economic and social consequences that the individual may face upon terminating the employment relationship (Alrowwad et al., 2019:9137).

An individual's perception of the value of the investment that can be made while remaining in the organization relative to the risk that can be suffered if he/she decides to leave is the indicator of commitment to continue. Thus, the employee is forced to stay in the organization for the occupation's "necessity" and not necessarily their own (Al-Jabari & Ghazzawi, 2019:7). Continuance commitment is based on the assumption that an employee stays in the organization even if it is not particularly desirable from a cost perspective. This commitment can often come from a number of reasons including other employment options, financial commitments and time and effort invested in the company (Negara & Padmalia, 2026:3170).

## **Section Two: The Field Framework of the Study**

### **First: Description and Diagnosis of the Study Sample**

A purposive sample consisting of (100) employees and workers from the headquarters and branches of Asiacell Telecommunications Company was selected. A validated electronic questionnaire was distributed among the company's employees, and the demographic characteristics of the study sample are presented in the following table:

**Table 1.** Demographic Characteristics of the Study Sample.

| <b>Variable</b>                  | <b>Category</b>   | <b>Frequency</b> | <b>Percentage</b> |
|----------------------------------|-------------------|------------------|-------------------|
| <b>Gender</b>                    | Male              | 70               | <b>70.0</b>       |
|                                  | Female            | 30               | <b>30.0</b>       |
| <b>Age</b>                       | 25-30             | 25               | <b>25.0</b>       |
|                                  | 30-35             | 35               | <b>35.0</b>       |
|                                  | 35-40             | 20               | <b>20.0</b>       |
|                                  | 40-45             | 10               | <b>10.0</b>       |
|                                  | 45-50             | 6                | <b>6.0</b>        |
|                                  | -50 or older      | 4                | <b>4.0</b>        |
|                                  | Diploma           | 14               | <b>14.0</b>       |
| <b>Educational Qualification</b> | Bachelor's Degree | 65               | <b>65.0</b>       |
|                                  | Higher Diploma    | 10               | <b>10.0</b>       |
|                                  | Master's Degree   | 8                | <b>8.0</b>        |
|                                  | PhD               | 3                | <b>3.0</b>        |
| <b>Years of Service</b>          | 1-5               | 30               | <b>30.0</b>       |
|                                  | 5-10              | 34               | <b>34.0</b>       |
|                                  | 10-15             | 19               | <b>19.0</b>       |
|                                  | 15-20             | 9                | <b>9.0</b>        |
|                                  | 20 or older       | 8                | <b>8.0</b>        |

**Source:** SPSS Output.

The table shows the demographic variables of the respondents (100) in the study. Data

revealed that more males (70%) than females (30%) were in the study sample. The ages of most of the respondents were in the younger age groups with (35%) in the age group (30-35) and (25%) in the age group (25-30). In terms of education, the majority with (65%) were holders of Bachelor's degree, which shows that the educational qualifications of the respondents were good. This is logical since this is the age distribution. Professional experience was mainly focused on the (5 10 years) category (34%) and the (1 5 years) category (30%), indicating that the participants had enough knowledge and practical experience to answer the questions of the questionnaire reliably.

### **Description and Diagnosis of the Study Variables**

This section identifies the levels of awareness among the study sample regarding the dimensions measured using the five-point Likert scale through the arithmetic means and standard deviations based on the scores of the respondents' answers. The results are presented in the following table:

**Table 2.** Description and Diagnosis of the Dimensions of the Study Variables.

| <b>Variable</b>                  | <b>Dimension</b>       | <b>Arithmetic Mean</b> | <b>Standard Deviation</b> |
|----------------------------------|------------------------|------------------------|---------------------------|
| <b>Hybrid Work System</b>        | Work Flexibility       | 4.332                  | 0.604                     |
|                                  | Work Life Balance      | 4.080                  | 0.704                     |
|                                  | Organizational Support | 4.110                  | 0.704                     |
|                                  | Affective Commitment   | 4.149                  | 0.621                     |
| <b>Organizational Commitment</b> | Normative Commitment   | 4.096                  | 0.635                     |
|                                  | Continuance Commitment | 4.002                  | 0.631                     |
|                                  | Commitment             |                        |                           |

**Source:** JASP Output.

Descriptive statistics of the study variables and their sub-dimensions are presented in the above table. The responses showed a very high level of response with the arithmetic means all above (4.00) for all variables. The arithmetic means and standard deviations of the sub-dimensions of the measurement variables were as follows: The Work Flexibility sub-dimension of the measurement of the Work System variable was obtained with the highest arithmetic mean of (4.3), and the lowest standard deviation of (0.6). This finding reflects a high level of consistency across the respondents on their responses to Work Flexibility. This was followed by the other sub-dimensions of the (Hybrid Work System) variable.

The highest sub-dimension was the Organizational Commitment variable with Affective Commitment being the highest sub-dimension with arithmetic mean (4.1) and the lowest standard deviation (0.62). The results suggest that the answers the respondents gave to the Organizational Commitment variable are quite consistent.

### **Reliability and Convergent Validity**

The psychometric properties of the study instrument are presented in table ( 3 ). The composite reliability (CR) and convergent validity tests were used to evaluate the quality of the measurement model. The results are presented as a high measurement quality and the fulfillment of the statistical requirements for the Partial Least Squares Structural Equation Modeling (PLS-SEM) as outlined in the following table.

**Table 3.** Psychometric Properties of the Study Instrument.

| Dimensions                    | Item | Loadings | Cronbach's Alpha | Composite Reliability | Average Variance |
|-------------------------------|------|----------|------------------|-----------------------|------------------|
| <b>Work Flexibility</b>       | X1   | 0.848    | 0.828            | 0.838                 | 0.596            |
|                               | X2   | 0.768    |                  |                       |                  |
|                               | X4   | 0.795    |                  |                       |                  |
|                               | X5   | 0.861    |                  |                       |                  |
|                               | X6   | 0.715    |                  |                       |                  |
| <b>Work Life Balance</b>      | X7   | 0.894    | 0.860            | 0.881                 | 0.646            |
|                               | X8   | 0.736    |                  |                       |                  |
|                               | X9   | 0.909    |                  |                       |                  |
|                               | X10  | 0.741    |                  |                       |                  |
|                               | x11  | 0.858    |                  |                       |                  |
| <b>Organizational Support</b> | x12  | 0.871    | 0.920            | 0.921                 | 0.757            |
|                               | x13  | 0.850    |                  |                       |                  |
|                               | x14  | 0.890    |                  |                       |                  |
|                               | x15  | 0.881    |                  |                       |                  |
|                               | x16  | 0.779    |                  |                       |                  |
| <b>Affective Commitment</b>   | x17  | 0.864    | 0.864            | 0.875                 | 0.651            |
|                               | x18  | 0.881    |                  |                       |                  |
|                               | x19  | 0.861    |                  |                       |                  |
|                               | x21  | 0.815    |                  |                       |                  |
|                               | x22  | 0.713    |                  |                       |                  |
| <b>Normative Commitment</b>   | x23  | 0.840    | 0.862            | 0.874                 | 0.645            |
|                               | x24  | 0.852    |                  |                       |                  |
|                               | x25  | 0.788    |                  |                       |                  |
|                               | x26  | 0.924    |                  |                       |                  |
|                               | x27  | 0.955    |                  |                       |                  |
| <b>Continuance Commitment</b> | x28  | 0.909    | 0.850            | 0.942                 | 0.641            |
|                               | x29  | 0.733    |                  |                       |                  |

**Source:** Prepared by the researcher based on the outputs of (SmartPLS 4).

Internal consistency of the constructs was evaluated in terms of reliability and validity. In terms of internal consistency reliability, Cronbach's alpha values were between (0.828) for the lowest score and (0.920) for the highest score, which is considered as good internal consistency reliability. As for the Composite Reliability (CR) values, they ranged from (0.874) as the minimum to (0.942) as the maximum. All these values were greater than the lower bound of (0.70) as recommended by (Hair et al., 2019:10), indicating the validity and reliability of the instrument on the measurement of what it was intended to measure. The Average Variance Extracted (AVE) values supported convergent validity with all values being higher than 0.50, indicating that each construct accounted for more than 50% of the variance in their indicators.

The values of factor loadings were between (0.713 0.955), and this range validated the measurement model of this study. It is important to note that items (X4, X20, X30) were removed as the factor loadings of these items were below the chosen level and the deletion of these items improved the model value. The factor loadings ranged between (0.713 0.955), confirming the validity of the measurement model of the study. It should be noted that items (X4, X20, X30) were deleted because their factor loadings were below the specified threshold and because their deletion resulted in an improvement in the model value.

### Discriminant Validity

To ensure the independence of the variables and their distinctiveness from one another, the Heterotrait Monotrait Ratio (HTMT) criterion was used, which is considered the more recent and accurate criterion in Structural Equation Modeling compared with traditional methods (Henseler et al., 2015:118). The results are presented in the following table:

**Table 4.** Discriminant Validity.

| Variable                  | Dimension              | Continuance Commitment | Affective Commitment | Normative Commitment | Work Life Balance | Organizational Support | Work Flexibility |
|---------------------------|------------------------|------------------------|----------------------|----------------------|-------------------|------------------------|------------------|
| Organizational Commitment | Continuance Commitment |                        |                      |                      |                   |                        |                  |
|                           | Affective Commitment   | 0.659                  |                      |                      |                   |                        |                  |
|                           | Normative Commitment   | 0.719                  | 0.555                |                      |                   |                        |                  |
| Hybrid Work System        | Work Life Balance      | 0.681                  | 0.803                | 0.657                |                   |                        |                  |
|                           | Organizational Support | 0.622                  | 0.777                | 0.568                | 0.768             |                        |                  |
|                           | Work Flexibility       | 0.585                  | 0.772                | 0.630                | 0.821             | 0.737                  |                  |

**Source:** Prepared by the researcher based on the outputs of (SmartPLS 4).

Table (3) indicates that all values in the HTMT matrix were below the critical threshold of (0.85), with the highest correlation value ranging between (0.55 and 0.821). Since this value is below the critical threshold of (0.85), this provides strong statistical evidence that the study variables are distinct from one another and that there is no conceptual overlap between them, thereby confirming the quality of the measurement model.

### Hypothesis Testing

This part of the analysis focuses on testing the direct-effect paths hypothesized in the study and examining the extent to which the independent variables (dimensions of the Hybrid Work System) affect the dependent variables (dimensions of Organizational Commitment). The test results are presented in the following table:

**Table 5.** Hypothesis Testing Results.

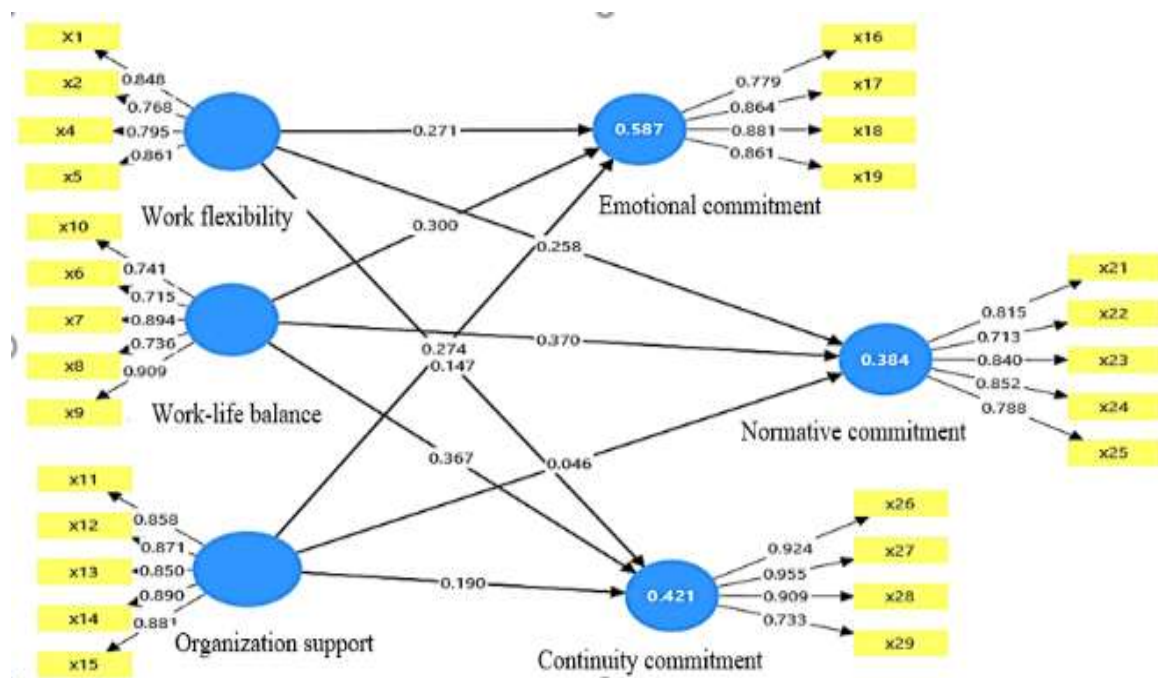
| Direct Path                                        | Effect Coefficient | (T Statistics) | (P Values) | Result        |
|----------------------------------------------------|--------------------|----------------|------------|---------------|
| H1 Work Life Balance → Continuance Commitment      | 0.367              | 2.222          | 0.026      | Supported     |
| H2 Work Life Balance → Affective Commitment        | 0.300              | 1.716          | 0.086      | Not Supported |
| H3 Work Life Balance → Normative Commitment        | 0.370              | 2.577          | 0.010      | Supported     |
| H4 Organizational Support → Continuance Commitment | 0.190              | 0.927          | 0.354      | Not Supported |
| H5 Organizational Support → Affective Commitment   | 0.274              | 1.569          | 0.117      | Not Supported |
| H6 Organizational Support → Normative Commitment   | 0.046              | 0.323          | 0.746      | Not Supported |
| H7 Work Flexibility → Continuance Commitment       | 0.147              | 1.365          | 0.172      | Not Supported |

|           |                                                |       |       |       |           |
|-----------|------------------------------------------------|-------|-------|-------|-----------|
| <b>H8</b> | <b>Work Flexibility → Affective Commitment</b> | 0.271 | 2.004 | 0.045 | Supported |
| <b>H9</b> | <b>Work Flexibility → Normative Commitment</b> | 0.258 | 2.415 | 0.016 | Supported |

**Source:** Prepared by the researcher based on the outputs of (SMARTPLS 4).

The outcomes of hypothesis testing through Bootstrapping algorithm showed that there were variations in the effects of the dimensions of Hybrid Work System on Organizational Commitment. For Work Life Balance, the positive relationship was statistically significant with a ( $P < 0.05$ ) and ( $T > 1.96$ ) with the dependent variables of Continuance Commitment and Normative Commitment while for Work Flexibility, the positive relationship was statistically significant with a ( $P < 0.05$ ) and ( $T > 1.96$ ) with the dependent variables of Affective Commitment and Normative Commitment.

In contrast, the results showed no statistically significant effect of Organizational Support on any of the dimensions of Organizational Commitment. They also revealed that P value for both Continuance Commitment and Affective Commitment for Work Flexibility was not significant, P value  $< 0.05$  and T value  $> 1.96$  and P value  $< 0.05$  and T value  $> 1.96$  for Work Life Balance respectively. This means that the Work Flexibility and Work Life Balance are the key factors that promote an increase in employee loyalty in this model. The results are shown in the next figure:



**Figure 2.** The Effect Relationships among the Study Dimensions.

## Conclusions and Recommendations

### Conclusions

1. The study findings revealed that hybrid work is not just a way to do work, but also a potent instrument to facilitate affective commitment. It gives employees control over their time and place of work, creating a strong feeling of trust between the employee and the organization, and changing the nature of the work contract into an "emotional attachment", meaning that the employee considers the goals of the organization his/her own, and his/her actions are motivated by these goals.
2. It was found that the hybrid working arrangement model is flexible and has a positive impact in reducing physical and psychological stress associated with the daily commute and attendance. This stress reduction had a direct impact on continuance commitment because employees understand the value of the benefits that the organization offers them, which decreases the likelihood that they will consider leaving the organization and/or traditional alternatives.
3. The study revealed that workers who are able to use a hybrid working policy are likely to

have high NCS, which is a feeling of an ethical obligation to stay within the organization and work harder in exchange for the flexibility offered by their bosses to them. This type of commitment makes it more sustainable, even if there is no direct supervision.

4. The study found, that today the organizational bonding is not based on the physical presence in the workspace, but on the quality of the digital environment. Those organizations that were able to communicate and communicate well managed high levels of commitment, and showed that effective "digital presence" could be part of the make-up of "physical absence".
5. Hybrid work is effective in resolving the duality of family and work roles. This equilibrium gave employees a sense of overall psychological satisfaction, which had a positive impact on their loyalty to the organization that contributed to their improvement of quality of life.
6. Finally, the results showed that if hybrid policies are announced clearly and fairly, then organizational commitment thrives best. The success of positive impact from hybrid working depends on "procedural justice" - employees think they are being treated fairly and equitably when it comes to the distribution of remote-work days.
7. The study findings showed that hybrid work has created a shift in the organizational culture from "culture of presence" to "culture of achievement." This transformation increased the employees' sense of self-responsibility and professionalism, and thus organizational commitment has been built, not just on the basis of direct commands, but also on creative and initiative.

### **Recommendations**

1. The study suggests that more needs to be done in developing a "Hybrid Work Procedural Guide" with clear rights and responsibilities. A decision on this should not be up to the manager's discretion, but it should be part of an institutional system which can ensure the workers the right to enjoy spatial and temporal flexibility in a way that will strengthen their psychological stability and loyalty.
2. The study suggests that a pure outcome-based evaluation criteria should be used rather than tracking hours present. This measure will boost self-confidence and loyalty of the employees towards the organization that actually appreciates their efforts.
3. To facilitate efficient operations, the study suggests that advanced technological facilities such as cloud-based collaboration platforms and cybersecurity solutions should be supplied. It also advises ongoing support for staff members at home to alleviate technological stress that could have a negative impact on their commitment.
4. The study suggests the implementation of internal rules inside the organization, which would disallow any professional communication outside the working hours. This will help the workers not to overstep the boundary between the personal and the professional and will help conserve their mental stamina, thus boosting their long-term commitment.
5. The study suggests setting dedicated days for collective attendance at the office, not for conducting regular work, but for brainstorming sessions, social events and team building in order to enhance human relationships between coworkers.
6. The study suggests conducting training for managers on how to manage remote and distributed teams. It is important to place emphasis on effective communication, emotional intelligence, and techniques for encouraging employees and fostering their motivation and commitment in a hybrid workplace, where a more flexible, non-authoritarian leadership approach needs to be used.
7. The research suggests implementing a feedback mechanism by carrying out surveys of employees to gather their feedback on the fairness of implementing the Hybrid Work System. Implementing equal opportunities for flexibility will help to retain high levels of organizational commitment, and avoid the feeling of exclusion among all employees.

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