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**THE INTERRELATIONSHIPS BETWEEN HYBRID WORK, EMPLOYEE
PERFORMANCE AND ORGANIZATIONAL CULTURE AT THE WORKPLACE:
A CONCEPTUAL FRAMEWORK**

**HUBUNGAN DIANTARA KERJA HIBRID, PRESTASI PEKERJA DAN
BUDAYA ORGANISASI DI TEMPAT KERJA: SATU RANGKA KONSEPTUAL**

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ABSTRACT

The aftermath of COVID-19 pandemic has sparked an interest towards the interrelationship between hybrid work, employee performance and organizational culture. The implementation of hybrid work is force during the pandemic to ensure the survival of business entities. Initially, company was forced to adopt the work from home model for safety and survival reasons up till when the recovery phases set in, which brings employee the option of working from home experience. Hybrid work arrangements have gained significant popularity in recent years, enabling employees to work in a flexible manner by alternating between remote and on-site work. The adoption of hybrid work arrangements can provide organizations with a competitive edge in the contemporary workforce. Nevertheless, previous research suggest emphasizes shortcomings in the execution phase of hybrid work which causes digital exhaustion, disinterest, and inconsistent performance by the workforce. Thus, the objective of this paper is firstly, to analyse the effect of hybrid work on employee performance. Secondly, to examine the effect of hybrid work on organizational culture and thirdly, to investigate the effect of organizational culture on employee performance. This paper presents a conceptual framework exploring the interrelationships between hybrid work, employee performance, and organizational culture. It is important to note that this study is purely conceptual and does not include empirical data or field study findings. The framework has been developed through an extensive review and synthesis of relevant literature to offer theoretical insights into the dynamics of hybrid work environments, employee performance and organizational culture.

Keywords: Hybrid Work, Employee Performance, Organizational Culture

ABSTRAK

Kesan dari Pandemi COVID-19 telah menyebabkan wujudnya hubungan diantara kerja hibrid, prestasi pekerja, dan budaya organisasi. Pelaksanaan kerja hibrid ketika musim pandemik adalah bagi memastikan kelangsungan entiti perniagaan khususnya. Pada awalnya, syarikat terpaksa mengadaptasi model bekerja dari rumah atas faktor keselamatan dan kelangsungan sehingga fasa pemulihan bermula, ini menyebabkan pekerja mempunyai pengalaman bekerja dari rumah. Pelaksanaan kerja hibrid telah mendapat sokongan yang ketara dalam beberapa tahun kebelakangan ini yang membolehkan pekerja bekerja secara fleksibel di pejabat atau dilokasi jarak jauh. Pengadaptasian susunan kerja hibrid dapat memberikan organisasi kelebihan daya saing dalam tenaga kerja moden. Walau bagaimanapun, penyelidikan terdahulu menunjukkan kelemahan dalam fasa pelaksanaan kerja hibrid yang menyebabkan keletihan digital, kurang minat, dan prestasi pekerja yang tidak konsisten. Oleh itu, objektif kajian ini yang adalah pertama, untuk menganalisis kesan kerja hibrid terhadap prestasi pekerja. Kedua, untuk meneliti kesan kerja hibrid terhadap budaya organisasi, dan ketiga untuk menyiasat kesan budaya organisasi terhadap prestasi pekerja. Artikel ini membentangkan satu rangka kerja konseptual yang meneroka hubungan antara kerja hibrid, prestasi pekerja, dan budaya organisasi. Adalah penting untuk diperjelaskan bahawa kajian ini adalah bersifat konseptual dan tidak melibatkan data empirikal atau penemuan kajian lapangan. Rangka kerja ini dibangunkan melalui kajian literatur yang meluas serta sintesis sumber yang berkaitan bagi menawarkan pemahaman teori mengenai dinamik persekitaran kerja hibrid, prestasi pekerja, dan budaya organisasi.

Kata kunci: Kerja Hibrid, Prestasi Pekerja, Budaya Organisasi

INTRODUCTION

During the Covid-19 outbreak most organizations have adopted hybrid work as a precautionary measure, combining in-office and remote work arrangements to ensure safety (Radonić, 2021). Hybrid work has become a pandemic option allowing individuals to work both from home and in the office (Microsoft Work Trend Index, 2021). The success of hybrid work, on the other hand, depends on organizational support, flexibility, and the adaptation of physical and digital work environments to meet the different demands of individuals (Babapour et al., 2022).

Hybrid work as an approach in working is seen as a lasting shift rather than a seasonal pattern. As reported by The Edge, "the trend of hybrid work is here to stay," demonstrating the participation from giants technology that has adopt the approach. Thus, the rising popularity of hybrid work fuels the demand of implementing hybrid work in the future (The Edge, 2024). This implies because of the positive impact correlated with hybrid work as it is one of the ways in improving organizational productivity. (Budiman, 2022).

Employee performance remains a critical aspect of accomplishing organizational objectives (Iskamto, 2021; Rizky & Ardian, 2019). Organizations must prioritize enhancing

employee performance to achieve organizational effectiveness. According to Iskanto (2021), employee performance is the result of the task assigned to them based on their ability, experience, and dedication to their work. In order to achieve excellent performance, it is vital for an organization to acquire high performance from its employees.

Given the importance of employee performance in achieving organizational success, it is crucial to understand the various factors that impact performance. By focusing on improving work motivation, organizational commitment, job satisfaction, and cultivating a positive organizational culture, organizations can develop effective strategies to enhance employee performance. This in turn, leads to greater productivity, better organizational outcomes, and a more competitive edge in the market. Therefore, further exploration of these factors, especially in the context of evolving work environments such as hybrid work is essential to fully grasp how organizations can support and optimize employee performance to achieve long-term success.

Organizational culture is an important factor to consider when analyzing the influence of hybrid work on employee performance (Eden & Burton-Jones, 2018). According to Riyandi & Lo., (2024) organization effectiveness may increase through the influence of organization culture. Through organization culture, the norms and values create a high standard valued among employees in the organization (Choudhury et al, 2022).

Organizational culture plays a pivotal role in shaping employee performance. A strong and positive organizational culture creates an environment where employees feel valued, supported and aligned with the company's goals. Research has shown that work motivation and organizational culture together have a significant and positive impact on employee performance, emphasizing that both internal motivation and the surrounding work environment are key drivers of productivity (Paais et al., 2020). When employees operate in a culture that fosters collaboration, trust, and innovation, their performance improves, contributing to higher overall productivity and organizational growth. It is essential to recognize that this paper focuses on adopting from past research related to hybrid work, employee performance and organizational culture as its theoretical framework without engaging in empirical research or gathering fieldwork data.

LITERATURE REVIEW

Conceptual Definition of Hybrid Work

The research from Gilson et al., (2022) have outlined two main points relating to hybrid work, the researcher pinpoints that hybrid work will be normalized as a work arrangement in the future, hybrid work is designed as the accessibility of working anywhere whether in the office or any other places. Hybrid work has created an option for employees in conducting their work arrangements through flexibility and control that it offers which sparks during the pandemic. All in all, the end goal of hybrid work is offering an effective option in conducting work arrangements remotely or in the office.

Other researchers also quote the same definition of hybrid work whereas it is an option of having flexibility in working hours and the opportunity of working remotely. Due to the acceptance of hybrid work during the pandemic, it is no longer a novel study as hybrid work has received progressive acceptance in terms of its approach and activities in the past few years (Radonić et al., (2021).

The Rise of Hybrid Work Models

During the Covid-19 pandemic, hybrid work approach shas emerged as a new method of working that is motivated by the safety-first principle. Hybrid working is defined as a work situation that operates both in the office and remotely (Radonić et al., 2021). The phrase telework or hybrid work refers to a work arrangement where employees perform their daily activities at a location other than the traditional workplace and collaboration with coworkers is conducted via technology (Shift Collective, 2021).

Hybrid work is a post-Covid-19 employment arrangement in which employees may work from home or in the workplace (Microsoft Work Trend Index, 2021). This form of employment is viewed as providing the best of both worlds since it enables employees the flexibility and autonomy of remote work while also building a sense of community and collaboration in the office (Choudhury et al., 2022). However, for hybrid work to be successful, organizations must provide support, flexibility and redesign physical and digital work environments to accommodate the different demands of employees (Babapour et al., 2022).

Recent studies from Khanna et al. (2025) outline that in addition to higher levels of productivity, hybrid work arrangement also demonstrate that they profoundly alter the organizational culture and employee engagement worldwide. Khanna et al. (2025) indicate that the foundation of the success of hybrid work implementation involves the responsibility played by leaders and policymakers. Whereas a strict hierarchy without any room for flexibility hinders the success and progression of hybrid work. Besides, Sakal (2024) identified a new challenge towards hybrid work implementation concerning the financial and cybersecurity threats that leads to uncertainty within organizations adopting remote technologies. This is a consequence of the threat of cloud computing settings when implementing hybrid work arrangements. The research reinforces that there is a dire need for an effective IT management structure to protect organizational assets while utilizing hybrid work's flexibility.

Hybrid Work Practices and Challenges in Malaysia

Various organizations in Malaysia and Asia particularly have actively adopted hybrid work, which has eventually led to the manifestation of shifts in regional economic and cultural dynamics when implementing hybrid work. For instance, a few multinational and technology companies in Malaysia started hybrid work due to the urban traffic congestion and travel duration. Consequently, research has pointed out that hybrid work not only boost productivity but also received recognition for increasing the efficiency of telecommuting initiatives particularly by alleviating urban traffic jam and travel duration. This acknowledgment is made possible through the support of government policies and organization initiatives (Teh et al., 2013; Wahab et al., 2024).

A subsidiary of Standard Chartered Bank namely SCOPE International Sdn Bhd has implemented telecommuting programs with the objectives of fostering a greater work-life balance and job fulfilment (Teh et al., 2013). This initiative aligns with the program initiated by the government as the Economic Transformation Programme with the objectives of enhancing a competitive and sustainable workforce through hybrid work arrangements. When it comes to the policy of Malaysia, the government initiated the Employment (Amendment) Act 2022 which stated that employees are entitled to request flexible work, thereby promoting a hybrid work model.

When it comes to the setup of hybrid work in the office, research from Jamaludin et al. (2024) outlines that the arrangement of hybrid work has prompted a shift in physical workspace design through the integration of hotdesking. Hotdesking is a flexible free seating arrangement that most Malaysian Government-Linked Company (GLC) reported that hotdesking foster teamwork collaboration. These recent finding indicate that that not only hybrid work transform the schedule of employee but also the physical office itself, assisting in accommodating different work preference.

The research from Azizan et al. (2024) points out that even though hybrid work arrangement reduces some aspects of burnout, it also introduces a new limitation with most employees are now experiencing blurred work-life boundaries and additional sources of pressure related to workload intensification. According to the research, it is a crucial action for the organization to incorporate psychological well-being strategies and ergonomic resources within hybrid work policies to ensure the health of employees.

Moving into a broader context, hybrid work proves to provide a significant advantage to the organization. Research from Southeast Asian countries such as the Philippines (Santillan et al., 2023) and India (Khan & Lopez, 2023) outline growth in employee engagement, enhanced productivity and decreased turnover which similarly also report the same trends observed in Malaysia. These regional examples reinforce the practical applicability and strategic value of hybrid work in the evolving Asian labor markets, where the challenge of balancing tradition and modernity continues to be a critical organizational challenge.

Method in Measuring Hybrid Work

The questionnaire utilised in this study was adapted from the article "The Role of Hybrid-Working in Improving Employee Satisfaction, Perceived Productivity, and Organisational Capabilities" by Aprilina et al., (2023). Based on the questionnaire that was extracted from the previous scholars, the questionnaire is adapted as there are a few modifications have been made to better align with the aims of the research. The modifications made includes the substitution of "working from home" with "hybrid working" to represent the emphasis of the research goals which is to examine the effect of hybrid work on organizational culture. The adapted questionnaire for hybrid work comprised of eight section includes reconciliation, flow experience (enjoyment and concentration), work flexibility, organisational support, employee

satisfaction, perceived productivity, and the worker's intention to continue hybrid working. The questionnaire from the research of Aprilina has been adapted from the works of Ghani et al., (1991), Mascagna et al., (2019), and Yang et al., (2023).

Each section of the questionnaire serves to answer various aspects of hybrid work. The first section which is "reconciliation" aims to examine how hybrid work may affect how an employee organizes their job task. Aside from that, "flow experience" which consists of "enjoyment" and "concentration" aims to explore employee's engagement and focus during hybrid work arrangements. Furthermore, "Work Flexibility" and "Organizational Support" aims to explore the impact of having flexibility in daily task and the provided support given by the organization. Lastly, the questionnaire also contains "Employee Satisfaction", "Perceived Productivity" and "Worker's Intention to Continue Working Hybrid " to analyse how all these items may impact employee performance during the implementation of hybrid working arrangements.

| Concept/Theme | Key Insights/Findings | Sources |
|--|--|---|
| Conceptual Definition of Hybrid Work | Hybrid work is a flexible work model, blending office and remote work, widely accepted post-pandemic for its flexibility. | Gilson et al. (2022); Radonić et al. (2021); Shift Collective (2021) |
| Rise of Hybrid Work Models | Hybrid work models gained traction during COVID-19, offering a safe and flexible working environment that's now permanent. | Microsoft Work Trend Index (2021); Choudhury et al. (2022); Radonić et al. (2021); Babapour et al. (2022) |
| Organizational Culture in Hybrid Work | Organizational culture supports hybrid work by fostering leadership, flexibility, and collaboration, while overcoming hierarchies. | Khanna et al. (2025); Sakal (2024) |
| Hybrid Work in Malaysia | Hybrid work adoption in Malaysia is driven by traffic congestion and flexible work needs; supported by government policies. | Teh et al. (2013); Wahab et al. (2024); Jamaludin et al. (2024); Azizan et al. (2024) |
| Hybrid Work Challenges in Malaysia | Hybrid work helps reduce burnout but also brings new challenges like work-life balance issues and intensified workloads. | Azizan et al. (2024) |

| | | |
|--------------------------------------|---|---|
| Hybrid Work in Southeast Asia | Hybrid work increases engagement, productivity, and reduces turnover in Malaysia, Philippines, and India. | Santillan et al. (2023); Khan & Lopez (2023) |
| Measuring Hybrid Work Impact | A modified questionnaire assesses hybrid work's effects on performance, satisfaction, and productivity. | Aprilina et al. (2023); Ghani et al. (1991); Mascagna et al. (2019); Yang et al. (2023) |

Table 1: Summary of Key Concepts and Impacts in Hybrid Work Adoption

Conceptual Definition of Employee Performance

High performance shown by employee contributes directly to the performance of an organization, thus it is a crucial element for an organization to ensure that its employee outperform and thrive in the company. In Islamic perspectives, the verses from Surah An-Najm (53:39) outlines that it is crucial to strives for excellent. This is further strengthened by the perseverance and effort that an employee aims to achieve high performance in the organisation. From an organisational perspective, company should encourage employee to be optimistic and have positive mindset when approaching the task assigned as it cultivates the character that assist employee in being productive to achieve excellence in the organization:

وَأَنْ لَّيْسَ لِلْإِنْسَانِ إِلَّا مَا سَعَىٰ

And that there is not for man except that [good] for which he strives An-Najm, verse 39

Hence, employee performance is the outcome of the commitment, years of experience and credibility of an individual in delivering the task assigned to them in the organization (Iskamto., 2021). Organization should focus on the crucial factor which influences performance such as an individual's ability in being resourceful, years of experience, the resilience of an individual, having determination and a positive mindset when approaching work. Research from Iskanto (2021) have pinpointed the critical influences that increases the performance of employee.

Type of Employee Performance

Performance translates through several concepts, the researcher has found out that there are a few classifications of performance. Firstly, task performance which defines as attributes of the employee that is contributed through the services and expertise provided (Tabiu., 2016). From

this perspective, the study from Paais et al., 2020 also illustrates performance as a level of achievement in performing certain activities which have the same definition with task performance. The study further indicates that the achievement of the employee at work reflects their success in the organization.

Secondly, other classification of performance is contextual performance which is defined as the individual's contribution outside of the job description. Past researchers outlined that when it comes to an individual performance, non-task behavior should be highlighted as it is critical for organization success. Contextual performance includes maintaining the excellent environment in the workplace that will increase teamwork, communication and maintaining a harmonious environment.

Based on the classification of employee performance, past researchers suggested that to sustain growth and increase productivity of the company. A company should combine the evaluation between a task performance and contextual performance instead of focusing solely on task performance. The reason being is that while task performance ensures the operational efficiency of a company, contextual performance on the other had maintain a long-term success by creating a positive work environment which navigates the success and growth of the company.

Thirdly, adaptive performance is where an employee seeks different expertise to achieve a new target milestone. This is due to the changes in organization goals that require an employee to acquire additional competencies to adapt towards the newly established objectives. Even though, the concept of adaptability is a familiar notion among employers, adaptive performance is an element that has been crucially being pushed by practitioners, academicians and employers due to the flexibility assurance that it offers in promoting resilient in the workplace.

According to the teaching of the sunnah, the hadith emphasizes that delivering excellence in everyday task is cherished by the Almighty. An outstanding achievement by the employee creates a culture of continuous improvement in the organization. Hence, not only provide benefits to the individual however creates a benchmark of excellence that will elevates the whole organization as outlined in Sahih Muslim: *"Indeed, Allah loves when any one of you undertakes a task that they do it with excellence."*

Method in Measuring Employee Performance

The research of Tabiu et al., (2016) outlined that employee performance is measured through three approaches namely task performance, contextual performance and adaptive performance that has been previously explained. Based on the research questions, the measurement for task performance includes the quantity and quality of work, aside to compliance to the professional standards and core job task. The questionnaire under task performance consists of 11 items that measures an employee's perception towards their job performance (Tsui et al., 1997).

The contextual performance questionnaire consists of 16 items that has been developed by Motowidlo et al., (1994). All the items outline an employee's characteristics which consist of teamwork, problem-solving, initiative, and organizational citizenship, aiming to highlights one's overall role beyond the stated job responsibilities.

The third approach for the research questions is adaptive performance which has been developed by Koopmans et al., (2013) with 8 items. The 8 items focus on the characteristics of an employee in having agility towards its job responsibilities. The questions measure how an employee rates one self's on the one's updated knowledge and job skills, coping mechanism, problem solving and one's adaptability towards change.

According to the principal outline in Islamic teaching, that each of the deeds conducted by a Muslim is pleased and rewarded by Allah. This shows that it is a vital aspect in acknowledging and rewarding employees' excellent performance as feeling valued creates a dedication towards sustaining their task performance which is emphasize in the verses from Surah Al-Kahf (18:30):

إِنَّ الَّذِينَ آمَنُوا وَعَمِلُوا الصَّالِحَاتِ إِنَّا لَا نُضِيعُ أَجْرَ مَنْ أَحْسَنَ عَمَلًا

"Indeed, those who have believed and done righteous deeds – indeed, we will not allow to be lost the reward of any who did well in deeds -Al-Kahf, verse 30

| Concept/Theme | Key Findings | Sources |
|--|--|---------------------------------------|
| Conceptual Definition of Employee Performance | Employee performance is crucial for organizational success, influenced by effort, experience, and positive mindset. Islamic perspectives stress striving for excellence. | Iskamto (2021); Surah An-Najm (53:39) |

| | | |
|---|--|--|
| Task Performance | Task performance refers to an employee's contribution through services, expertise, and job responsibilities, measuring the quantity and quality of work. | Tabiu (2016); Paais et al. (2020); Tsui et al. (1997) |
| Contextual Performance | Contextual performance includes behaviours outside formal job tasks, such as teamwork, communication, and maintaining a positive workplace environment. | Motowidlo et al. (1994) |
| Adaptive Performance | Adaptive performance involves acquiring new expertise to meet changing organizational goals, fostering resilience and flexibility in the workplace. | Koopmans et al. (2013) |
| Islamic Perspective on Excellence | Islamic teachings, such as from Surah Al-Kahf (18:30), highlight that excellence in one's work is valued by Allah, further encouraging continuous improvement and dedication in performance. | Sahih Muslim; Surah Al-Kahf (18:30) |
| Method in Measuring Employee Performance | Performance is measured using three approaches: task performance, contextual performance, and adaptive performance, with tailored questionnaires to assess each aspect. | Tabiu et al. (2016); Motowidlo et al. (1994); Koopmans et al. (2013) |

Table 2: Summary of Conceptual Definition of Employee Performance

Conceptual Definition of Organizational Culture

An organization's culture has a substantial impact on how workers view and approach their work. Employee attitude towards work has a significant impact on their performance levels. According to Olynick et al., (2020), extensive research by numerous scholars indicates the significant impact of organisational culture on employee productivity where the presence of a positive work environment such as trustworthiness, empowerment, consistency, and mentorship has been consistently correlated with increased levels of productivity (Clements et al., 2000). Research from Olynick et al., (2020) outlined the significance of increased management involvement, employee responsibility and motivation in promoting productivity outcomes which is consistent with the work of Kim Cameron that consistently affirms the profound influence of organizational culture on the creation of employee performance (Powley et al., 2020).

The research has also emphasised the significance of creating a positive work environment, nurturing trust, empowering employees, promoting consistency, and providing mentorship, all of which are crucial factors associated with higher levels of productivity. Therefore, the connection between these research findings and Cameron's theory strengthens the importance of organisational culture in promoting employee productivity in both academic and professional contexts. The research concluded that positive individuals who integrate their own objectives with organisational goals are more committed and dedicated, to complete job duties.

The Role of Organizational Culture in Employee Performance

Organizational culture remains a critical factor for an organizational excellence and success due to its influence on individual performance and behaviour. Thus, the research from Bandura outlines the importance of having a critical understanding of cultural dynamics in organization and ways to implement them Fink et al., (2012).

Research conducted by Rajaei et al., (2018) provides additional support for the role of organisational culture in enhancing employee performance by highlighting how organisational culture fosters work motivation and encourages employees to take advantage of opportunities provided by the organisation. Additional studies by Ajeng et al., (2024), Syahnur & Elmi., (2023), Dalimunthe et al., (2024), Riyanto et al., (2021), Pratama, S. A. (2022) that have investigated the relationship between organisational culture and performance, thereby outlining the significance of this correlation. Based on the research, all cited researchers had established an impact between organisational culture and employee behaviour which was supported by empirical evidence.

Method in Measuring Organizational Culture

The method in measuring organizational culture has been derived from the research of Nkandu and Karatsivos et al., (2022) from its research entitled “The effects of remote work on organizational culture and innovation”. Research from Nkandu has adapted the theory from Cameron Competing Values Framework. The questionnaire of the research consists of four traits such as “Developmental Cultural Trait”, “Group Cultural Trait”, “Rational Cultural Trait” and “Hierarchical Cultural Trait”.

The first section in the questionnaire which is “Developmental Cultural Trait” aims to explore whether the organisation prioritize on innovation. Based on Cameron, K. S., (1988) developmental cultural trait is defined as an organization which focuses on flexibility and innovation aside to prioritizing on growth and entrepreneurship. The second section is known as the “Group Cultural Trait” where it is one of the organizational culture traits under Competing Value Framework. Group Cultural Trait is similar with Development Cultural Trait in the sense that it also prioritizes flexibility however the only differences with “Developmental Cultural Trait” where it focuses on organizational internal environment through prioritization on cohesion, morale, human resource development and mutual support. The third section is known as “Rational Cultural Trait” where its emphasis on result-oriented culture. The characteristic of this culture is where it highlights on having planning, goal setting, productivity and efficiency through organization’s external environment Cameron, K. S., (1988). The last section is Hierarchical Cultural Trait in which it outlines on having a structured and internal focus. The character of this cultural trait includes organization’s emphasis on information management, communication, stability and control.

| Concept/Theme | Key Insights/Findings | Sources |
|---|--|--|
| Conceptual Definition of Organizational Culture | Organizational culture significantly impacts employee attitudes and performance. Positive work environments such as trust, empowerment, and mentorship proven to boost productivity. | Olynick et al. (2020); Clements et al. (2000); Powley et al. (2020) |
| Role of Organizational Culture in Employee Performance | Organizational culture shapes individual behaviour, motivation, and performance. Creating a positive work environment is crucial for fostering employee productivity. | Bandura (2012); Fink et al. (2012); Rajae et al. (2018); Ajeng et al. (2024); Syahnur & Elmi (2023); Dalimunthe et al. (2024); Riyanto et al. (2021); Pratama (2022) |
| Impact of Organizational Success | Organizational culture’s influence on employee performance is foundational for organizational excellence. A positive organizational culture drives success. | Bandura (2012); Cameron et al. (2020) |

| | | |
|---|--|---|
| Measuring Organizational Culture | The Competing Values Framework (CVF) is used to measure organizational culture, categorizing traits into developmental, group, rational, and hierarchical. | Nkandu & Karatsivos et al. (2022); Cameron (1988) |
| Developmental Cultural Trait | Focuses on flexibility, innovation, and growth. Encourages an environment that prioritizes entrepreneurship and adaptability. | Cameron (1988); Nkandu & Karatsivos (2022) |
| Group Cultural Trait | Emphasizes internal cohesion, morale, and human resource development. Prioritizes mutual support within the organization. | Cameron (1988); Nkandu & Karatsivos (2022) |
| Rational Cultural Trait | Results-oriented and emphasizes planning, goal setting, productivity, and efficiency in the organization's external environment. | Cameron (1988); Nkandu & Karatsivos (2022) |
| Hierarchical Cultural Trait | Focuses on structure, stability, and control within the organization. Emphasizes information management and communication. | Cameron (1988); Nkandu & Karatsivos (2022) |

Table 3: Summary of Conceptual Definition of Organizational Culture

METHODOLOGY OF RESEARCH

The research employs a quantitative methodology to investigate its research objectives. The research framework includes independent, dependent, and mediating variables. Quantitative research is defined as testing objective theories by examining the relationships among variables. These variables can be measured, typically using instruments, allowing for the analysis of numerical data through statistical procedures (Creswell, 2017).

This paper outlines relevant context of hybrid work arrangements which suits the Malaysian demographic through conceptual study rather than involving primary data collection. It emphasizes the scenario of hybrid work, employee performance and organizational culture that dynamically evolving here in Malaysia. This paper adopts purposive sampling from academic literature for its conceptual framework. It derived from relevant research from global sources focusing on the demographic in Southeast Asia and Malaysian experiences. Thus, the data analysis for this paper consists of a thematic synthesis and critical comparison to construct a

solid framework explaining the interrelationships between hybrid work, employee performance, and organizational culture.

The primary objective of this research is firstly, to analyse the effect of hybrid work on employee performance. Secondly, to examine the effect of hybrid work on organizational culture and thirdly, to investigate the effect of organizational culture on employee performance.

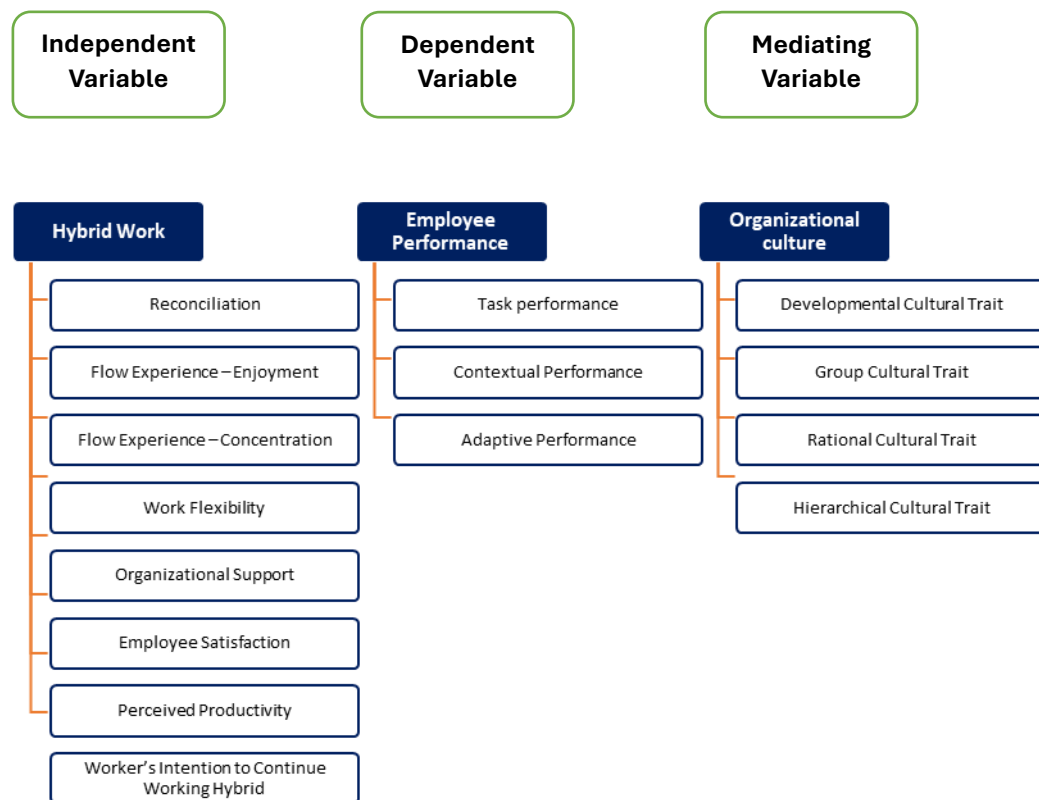


Figure 1: Hybrid Work, Employee Performance and Organization Culture Research Framework

CONCEPTUAL FRAMEWORK

The conceptual framework of this study is established based on 3 past research considering that this study has not found a single theory, that can comprehensively explain the relationship between the independent, mediating and dependent variables, thus this research resorts to apply multiple theories that explained the relationship between employee performance, hybrid work, and organizational culture. These theories include the theories from Aprilina et al, (2023) for hybrid work, Tabiu et al, (2016) for employee performance and Nkandu et al, (2022) for organizational culture.

The theory for hybrid work is referred to the research conducted by Aprilina et al., (2023) and the theory for employee performance is referred to Tabiu et al., (2016) which studies the relationship between HRM practices and employee performance. The purpose of the research is to analyse the reasons that can cause an impact to employees' satisfaction and productivity through the implementation of hybrid-working. Thus, the framework from Aprilina is used to analyse the effect of hybrid work on employee performance. The theory for organizational culture is referred to the research conducted by Nkandu et al., (2022). The purpose of the research is to investigate the relationship between organizational culture and innovation and to understand how this relationship is moderated by remote work. This study explores the relationships between hybrid work, organizational culture and employee performance, structured around three primary research objectives. The conceptual framework is designed to provide a clear understanding of these interconnections and serves as the basis for the research hypotheses.

The first objective focuses on analyzing the effect of hybrid work on employee performance. Hybrid work in this context is conceptualized through multiple dimensions: work-life reconciliation, flow experience (divided into enjoyment and concentration), work flexibility, organizational support, employee satisfaction, perceived productivity and the intention to continue working in a hybrid model. These dimensions are hypothesized to collectively influence employee performance. Employee performance is assessed through three key sub-dimensions: task performance, contextual performance and adaptive performance. The second objective examines the effect of hybrid work on organizational culture. In this aspect, organizational culture is operationalized through four specific traits: developmental, group, rational, and hierarchical. The research seeks to determine how the adoption and practice of hybrid work influence these cultural traits within the organization. The third objective investigates the effect of organizational culture on employee performance. The study aims to understand how the cultural environment shaped by hybrid work practices contributes to or detracts from employee performance.

The conceptual framework suggests that hybrid work directly impacts both employee performance and organizational culture. Additionally, organizational culture, shaped by hybrid work, is hypothesized to further influence employee performance. This framework is designed to offer a comprehensive understanding of the dynamics between hybrid work, employee performance and organizational culture. Thereby providing valuable insights into the effective

management of hybrid work models to enhance both organizational culture and employee performance.

The summarization of the previous study related to hybrid work, employee performance, and organizational culture depicts a narrow narrative that focuses heavily on the technological or employee experience aspects. (Sakal, 2024; Khanna et al., 2025; Azizan et al., 2024). This paper aims to strengthen how cultural traits influence the efficiency of hybrid work arrangements on employee outcomes. This holistic approach presents new understandings for both scholars and industry experts to refine hybrid work implementations across different organizational environments.

EXPECTED RESULTS AND FINDINGS

The expected findings and results are directed based on recognized outcomes and frameworks of recent studies to achieve the outcomes of its research objectives. The established theories that have been adapted for employee performance is the research from Tabiu et al., (2016) that outlines three perspectives of employee performance including task performance, contextual performance and adaptive performance. Hybrid work element is analyzed based on the research from Aprilina et al., (2023) that outlines 8 factors to explore hybrid work in a work setting such as reconciliation, flow experience – enjoyment, flow experience – concentration, work flexibility, organizational support, employee satisfaction, perceived productivity and worker's intention to continue working hybrid. Organizational culture as one of the variables is explored based on Nkandu et al., (2022) research with 4 approaches to organizational culture which includes developmental cultural trait, group cultural trait, rational cultural trait and hierarchical cultural trait. In the context of research analysis, this study explored each of the research objectives by using validated instruments as questionnaires for each of its variables.

Given that this research has adapted the questionnaire for each of its variable, the outcome of this study aims delve into the interaction between hybrid work, employee performance and organizational culture aside to providing the insights based on its research objectives. The outcome of the findings is further strengthened by practical implications offerings on improving hybrid work, sustaining employee's performance in the workplace and moulding excellent organizational culture among employees.

The first research objective is framed within the established theories from Aprilina et al., (2023) to analyse the effect of hybrid work on employee performance. The findings will evolve based on the analysis that influences hybrid work such as work-life balance, enjoyment, productivity, and flexibility. Emerging from the established theories, the expected findings suggested that the increase in employee performance is based on the ability of an employee to balance between professional and personal responsibilities during the implementation of hybrid working. Extending beyond, hybrid work is also expected to offer benefits in terms of work fulfilment due to the flexibility that it offers in work arrangements. Despite previous indication, difficulty may emerge due to the non-existence of organizational support such as financial or technology support that are required to facilitate hybrid work arrangement. This notion is reinforced by the proven findings that employee thrives and achieves excellent performance due to the support received from organization such as sufficient resources and guidelines. In contrast, lack of resources may lead to dissatisfaction and demoralisation leading to poor performance. Reflecting on the insights provided, the expected findings will be centralized within organizational support, productivity and personal experience from the employees.

The second objective is to examine the effect of hybrid work on organizational culture which is grounded based on the theory from Nkandu et al., (2022) to accomplish the expected findings. From the perspective of the established theories, a developmental culture may emerge due to the innovation and development attributes from hybrid work arrangements. Additionally, an organization that focuses on the implementation of mentorship and teamwork between employees may achieve group cultural trait in the organization. Extending beyond other cultures, rational cultural trait is developed through the character of most of the employees that exemplified competitive, high trust and results-oriented focus. Hierarchical cultural trait on the other hand is an organization that focuses on having formal procedures and policies in which it prioritizes smooth running operation in the organization. Reflecting upon the theories of organizational culture stated, hybrid work arrangement would adopt the character of a developmental culture and group culture if only the organization amplifies on celebrating innovative solution and nurturing its employees. In contrast, hybrid work could also cause lack of cohesive communication and constant support for its employees that may weaken the teamwork between employees and the synergy of the organization. Hence, the results are expected to outline that while hybrid work enhances flexibility in its work arrangement the approach requires an alarming effort to sustain employee performance.

The third objective is to investigate the effect of organizational culture on employee performance whereas it will be elaborated based on validated theories from Tabiu et al., (2016). The expected findings derived from the interrelationship of culture with traits and characters of an employee. With reference to the theoretical perspective of task performance, the characteristic of result driven, excellent work and accomplishment remains the top priority that is embedded in the organizations' approach. Contextual performance on the hand is accentuated in the organization if there is an interaction between proactive interaction between employees in delivering task and the prominence of showing teamwork between one another. An organization that embraces an adaptive performance, would have the features that implies development of adaptability, innovation and perseverance among its employees. Alternatively, overly strict culture may reduce creativity and overly flexible culture may cause lack of discipline and compliance in the workplace. That said, the analysis shows the nuances that organizational culture may affect the type of performance either task, contextual, or adaptive performance based on employee traits and organizational goals.

As further elaborated in the expected research finding, the analysis outlines the relationship between three main elements of the research, namely hybrid work, employee performance and organizational culture. The presence of having sufficient resources when implementing hybrid work arrangements suggested an increase in productivity, employee satisfaction and innovation which eventually attributed to an organizational culture that prioritizes continuous development among its employees. The downside of hybrid work is the probability of limiting the teamwork between employees due to the limitation of available resources that should have been provided by the company. This could lead to a downfall in terms of collaboration and mutual support between employees. This argument is further strengthened by the factor of organizational support, employee productivity and satisfaction that leads to the performance in the organization either it focuses on core duties achievement as in task performance or contextual performance that indirectly contribute to the organization or even employee that demonstrated flexibility during hybrid work arrangement as adaptive performance.

Discussion

The expected result from the questionnaire aims to provide the understanding firstly on the effect of hybrid work on employee performance. Secondly, to examine the effect of hybrid work on

organizational culture and thirdly, to investigate the effect of organizational culture on employee performance. Thus, building upon the research objectives, this section will discuss the research purpose based on the data collected from the structured questionnaires.

Given that, the first research objective aims to examine the effect of hybrid work on employee performance, the discussion revolves around the justification of hybrid and employee performance whereas hybrid work arrangement may have a direct impact towards employee performance based on previous research that suggested that hybrid work directly contributes towards employee productivity given that the employee is capable of managing their time and are able to reduce distraction while working hybrid. As a result of these dynamics, hybrid work is direct causal to a higher output of quality and quantity of work (Mascagna et al., 2019; Tsui et al., 1997). Due to this proposition, the questionnaires outlines a few statements to explore whether hybrid work effect employee performance with the questions as follows, “My quantity of work is higher than average,” “My efficiency is much higher than average,” and “I strive for higher quality work than required”. Based on the finding that indicates how hybrid work improved employee performance, the research also points out that there is an increase in the performance of core task specifically in terms the accuracy and efficiency. Despite previous point of the benefits of hybrid work, the findings of hybrid work may vary in different organisation as it depends on individual roles, job task and the rules and regulations of the organization. Some employee may find it difficult to perform hybrid work due to the distraction or personal preferences whereas it contributes to a challenge in sustaining and improving its personal performance. The quality of work is a crucial aspect to sustain excellent performance in the organization, the hadith source from Sunan Ibn Majah outlines that Allah is in pleasure with his servants that continuously demonstrate effort and quality in delivering the task given. Thus, the culture of excellence that had been nurtured in the organization will minimizes task errors and the quality of work produced hence ensuring exceptional work standards as enhanced in Sunan Ibn Majah: "Allah loves that whenever any one of you does something, he does it perfectly."

The second research objective which is to analyze the effect of hybrid work on organizational culture may indicates both benefits and disadvantages to the organization. This is exemplified by the type of culture that an organization adopts. For instance, an organization that encourages autonomy and innovation is classified as implementing developmental and group culture. That being said, the analysis shows differences towards an organization that does not

place emphasis on trust, collaboration or even virtual communication during the implementation of hybrid work, this leads an employee to experience disconnected towards the task given. Central to the implementation of hybrid work, an employee that works in the office may experience strong connection with the leadership of the organization which fosters a sense of organizational harmony. In contrast, an employee that is remote working may unintentionally engage in the action that may weakens the engagement in the organization due to the factor such as lack of trust, decline in collaboration or the non-existence of effective virtual communication strategy. For instance, an organization that adopts hierarchical cultural traits often prioritizes operational efficiency and may hesitate to implement hybrid work as it requires different approach in managing operational function. Thus, this is where an organization need to balance between cultural priorities with the flexibility hybrid work demands.

Based on the expected findings, it can be understood that organizational culture influences employee performance however is not a linear correlation between organizational culture and employee performance. In this context, an organization that cultivates risk taking, innovation and entrepreneurial characteristics may fall under the developmental culture and are capable of inspiring higher task performance. Despite previous claim, it is not a linear outcome whereas not all organization may thrive under the developmental culture. As some of the employee may find it hard to keep up with the constant pressure of innovation and risk taking. Extending beyond towards other culture, such as hierarchical culture whereas the company place a strong emphasis in the compliance towards formal procedures and policies may adopts adaptive performance due to the obedience towards company's policy. Reflecting upon the discussion, this present as a dilemma in achieving the targeted performance while also maintaining employees' needs and the culture that the company wishes to nurture in the organization.

Referring to existing literature, global organizations have shown tremendous adoption in hybrid work arrangements. For instance, Google company provides an option for their employees by granting a three-day work in the office and two day working remotely with an additional option of having the ability to work fully remote subject to the approval of their manager (Khanna et al., 2025). Another company, including Salesforce's "Success From Anywhere" policy that inspires its employee to have options in choosing from flexible, fully remote, or office-based work resulting in a 96% of increase in employee satisfaction and boosted

talent retention (Khanna et al., 2025). The research from Santillan et al. (2023) outline that a positive experience with hybrid work particularly in the aspect of job satisfaction and work integration in the local company in the Philippines. Thus, the cases mentioned clarify how hybrid work arrangement supporting the theoretical propositions of this research.

Thus, based on the significant insights from the Malaysian and regional examples complement global success stories from companies like Google and Salesforce that emphasize the strategic benefits of hybrid work. The case studies from Malaysian and regional examples validate how hybrid work plays part in improving employee performance and fostering a supportive organizational culture even though in different cultural and organizational contexts.

CONCLUSION

In conclusion, the proposed conceptual framework provides a strong basis of the research variables which include hybrid work, employee performance and organizational culture. Future research might explore similar context of the interrelationship between the variables but in a diverse industry setting. Thus, by extending beyond the limitation of this research, future studies might expand the underpinning theory thus contributing to the field of human resource management.

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