

# Work-Life Balance in the Hybrid Working Model: A Systematic Literature Review

Intan Tamara Febrinzky  
Manajemen, Ekonomi dan Bisnis, Sultan Ageng Tirtayasa  
[intan.tamara@untirta.ac.id](mailto:intan.tamara@untirta.ac.id)

## Abstract

One of the impacts that arose after the pandemic is hybrid working. Hybrid working describes an individual's ability to work remotely or not be present in the office environment. This has also become one of the drivers for the work-life balance campaign. The methods used are literature review and books. With a source limit of a maximum of 5 years back, but exceptions will be made if the data is considered important. The results of this review are significant and can provide input and mitigation for companies so that hybrid working brings more benefits than drawbacks by imposing additional burdens on employees.

**Keywords:** work-life balance, hybrid working, organisasi.

## Abstrak

Salah satu dampak yang timbul pasca pandemic adalah hybrid working. Hybrid working menggambarkan kemampuan individu untuk bisa bekerja secara jarak jauh atau tidak berada dilingkungan kantor. Hal ini juga menjadi salah satu pendorong akan kampanye work-life balance. Metode yang digunakan adalah literature review dan buku. Dengan limit sumber maksimal 5 tahun kebelakang, tetapi akan diberikan pengecualian jika dianggap data tersebut dianggap penting. Hasil dari review ini penting dan dapat memberikan masukan serta mitigasi bagi perusahaan agar hybrid working memberikan banyak manfaat daripada penurunan karna memberikan beban tambahan bagi karyawan.

**Kata Kunci:** work-life balance, hybrid working, organisasi.

## INTRODUCTION

The recent COVID-19 pandemic has brought various impacts on human life. One aspect that was affected is the economy, especially for business actors. As quoted from Tjahjono Soerjodibroto (in Indriani, 2021), he stated that the pandemic has forced business activities to undergo various transformations through adapting to new market behaviors as well as the surrounding ecosystem. The impact of shifting the work model from originally working onsite to a hybrid model after the pandemic brings new opportunities and challenges for a company. This change in the work model is aimed at finding ways to continue business activities without having to gather in one place at the same time. Hybrid working itself became more popular after the COVID-19 pandemic, with many companies emerging and adopting this work model in the modern workplace (Krajčák et al., 2023). In practice, hybrid working describes an individual's ability to work remotely or not be in an office environment. As reported by Campbell (2024) in The Guardian, working in a hybrid manner makes employees happier, healthier, and more productive.

The concept of hybrid work continues to evolve in response to changing organizational dynamics, technological advancements, and socio-economic factors. By integrating insights from recent research, organizations can address the complexities of adopting hybrid work and design strategies that optimize employee engagement, performance, and well-being in both remote and face-to-face settings. As hybrid work becomes increasingly popular in the post-pandemic era, ongoing research efforts will be essential to provide evidence-based practices and shape the future of the workplace (Hasyim & Bakri, 2024).

Working from home does not automatically improve employees' work-life balance because there are many distractions that can occur while working from home, which make tasks more difficult and even take longer due to spending more hours per week working. This negatively affects employees' work-life balance (Johnson et al. 2007). In Wells et al. (2023) research, it was mentioned that there are risks associated with hybrid working. The risks faced can include physical and mental health risks (anxiety, isolation), especially for employees who work fully remotely without face-to-face interaction. Research by Dwinugraha & Lastiati (2025) stated that there is a need for guidelines on working hours, remote work compensation, and managerial training in order for work-life balance to be truly achieved.

In addition to negative impacts, there are also positive impacts of hybrid working. Research by Dwinugraha & Lastiati (2025) found that hybrid working has the potential to improve work-life balance, especially if the organization provides adequate managerial support and digital infrastructure. This study is in line with previous research which stated that by engaging in hybrid working, employees can manage which tasks can be done at home or in the office (Suzana & Siagian, 2022).

This article aims to provide insights into hybrid working and work-life balance. With more and more companies beginning to consider and adopt the hybrid work model to achieve a balance between work and personal life for employees. It is hoped that with a balance between work and personal life, employees can deliver reasonably good performance to the company.

## RESEARCH METHOD

This study adopts a qualitative research approach by using library research (literature review) as the main research method. The steps carried out involve the researcher searching for articles using the keywords “Work-life Balance” and “Hybrid Working.” The search is conducted using Google Scholar with a limitation of articles published within the last 5 years. Exceptions to the publication year are made if the data is considered important but cannot be found within the 5-year range, such as definitions or impacts.

## RESULTS AND DISCUSSION

### Hybrid Working

Hybrid work, also referred to as mixed or flexible work, has gained significant attention in recent years as organizations strive to adapt to evolving workplace dynamics and employee preferences. This work arrangement represents a shift from the traditional office model, balancing remote work (telecommuting) and face-to-face work (Hasyim & Bakri, 2024). Hybrid work arrangements combine traditional 'in-office' work with 'out-of-office' or remote work (telework) (Cook et al., 2020). This combined strategy provides employees with the flexibility to work from the office or other remote locations (home, coffee shops, coworking spaces, etc.) outside their employer's office, with or without using ICT. The commonly used hybrid work models today include (Rafizal et al., 2025):

Flexible work model, where employees can work from home or the office. This model gives full autonomy to employees but requires strong coordination among them.

Fixed schedule work model, a model consisting of a schedule created by the company and given to employees, where employees are already assigned when they must work at the office and when they can work from home.

Remote-first model, this model prioritizes remote work as the main standard and uses the office as a place for collaboration.

### Work-life Balance

Work-life balance is an individual's perception that work and non-work activities are compatible and promote growth according to the individual's current life priorities. This theory can also be described as a self-determined state of well-being, which can be achieved by an individual or can serve as a goal that allows them to effectively manage various responsibilities at work, home, and in their community (Setiyorini et al., 2024). The implementation of work-life balance offers significant benefits for both employees and organizations, because when work-life balance is achieved, it can enhance their productivity, thereby positively affecting their performance. Factors that can influence work-life balance according to Setiyorini et al. (2024) are as follows:

#### a. Personal Factors

The first factor includes aspects of individual workers such as psychological aspects, individual characteristics, awareness, availability, accessibility, work-life conflicts, trust, respect, motivation, cognitive control, fatigue, well-being, and demographics (age, gender, and marital status).

#### b. Organizational Factors

Organizations implement work-life balance policies to support their employees. There are studies showing that employee-friendly policies contribute positively. However, organizations often require employees to perform multitasking, which can lead to role overload.

#### c. Social Factors

Social factors include family life, partnerships, social support, culture, crime rates, social roles, and labor market conditions. In general, social factors are influences that shape an individual's role as a worker and as a social being.

### The Concept of Hybrid Working Affects Work-life Balance

The concept of hybrid working that affects work-life balance can be a consideration for many companies today. For example, research by Tika Mahesti & Firmansyah (2025) mentions that there is an influence of the hybrid work system on work-life balance in startup companies. This finding can indicate that the flexibility offered, such as work hour arrangements and opportunities to work in different locations, can contribute to employees' ability to balance work with their personal lives. The concept of work-life balance also gives employees the power to manage the boundaries between work and personal life. However, this presents challenges, such as changing work locations and more flexible hours, which can lead to the absence of boundaries, for example, checking emails at night, and also creates uncertainty in availability, making workers feel "always on," which can lead to pressure and potentially prevent the achievement of work-life balance (Ishak et al., 2025).

### Factors That Enhance Work-Life Balance in Hybrid Working

Factors that enhance work-life balance in hybrid working, summarized from several articles, are as follows:

a. Flexibility of time and location. Hybrid work provides employees with greater control over when and where they work. For example, a study by Sidik et al. (2024) stated that hybrid working allows employees to achieve long-term work-life balance.

b. Reduced commuting time. With less time spent traveling from home to the workplace, the available time can be allocated to other tasks or rest (Krajčik et al., 2023).

c. Reduced transportation costs. Since employees are given the option to work in a hybrid manner, they can save on transportation expenses by being able to work from home (Krajčik et al., 2023).

### Factors That Hinder Work-life Balance in Hybrid Working

Although the prospect of hybrid work is promising, various recent studies highlight several challenges that organizations and employees must face when implementing hybrid work. The obstacles are as follows:

a. Communication barriers emerge as a significant obstacle, affecting the effectiveness of collaboration and decision-making in virtual teams (Hasyim & Bakri, 2024).

- b. The need to always be available (extended work availability). Hybrid workers may feel the need to be constantly ready outside official working hours, which can blur the boundaries between work and non-work. For example, Rieder's (2025) research found that extended work availability often occurs due to excessive workloads. This is confirmed by work analysis based on objective conditions, which shows that extended work availability is associated with high work intensity.
- c. Inequality in access to hybrid options. If this hybrid system is only implemented for certain positions or employees, it can cause unfairness among workers (Alfano et al., 2024).
- d. Blurring of work and personal life boundaries (Role blurring). When working from home, conflicts within the family may occur (Alfano et al., 2024).

## CONCLUSION

The phenomena of Work-life Balance and Hybrid Working have become more prevalent since the emergence of COVID-19. Based on the discussion above, the hybrid working phenomenon can provide a balance for employees' lives both at the office and personally. However, hybrid working can also create its own pressures, such as irregular working hours or the need to be "always on," which can decrease employees' work-life balance. Therefore, before deciding to implement or allow hybrid working, companies must establish clear procedures for work under the hybrid model.

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