

HYBRID WORK IN EMERGING ECONOMIES: A PRISMA-GUIDED REVIEW OF HRM PRACTICES AND PERFORMANCE IMPACTS

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Abstract

This study aims to examine Human Resource Management (HRM) practices in the context of hybrid work in developing countries and their impact on organizational performance and innovation. Using a literature review guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, this study identified, filtered, and analyzed relevant literature related to the implementation of hybrid work. The results indicate that hybrid work offers strategic opportunities for increasing flexibility, productivity, and work-life balance, but also poses challenges in terms of coordination, performance management, and employee well-being. HRM plays a crucial role in designing adaptive policies, creating relevant performance-based evaluation systems, and building an inclusive work culture. These findings confirm that the successful implementation of hybrid work in developing countries is heavily influenced by technological readiness, leadership quality, and HRM policies that are responsive to the dynamics of the modern work environment. This study provides a theoretical contribution by enriching the literature on HRM practices in the hybrid work era, while also offering practical implications for organizations in developing countries in formulating sustainable HR management strategies.

Keywords: Hybrid Work, Emerging Economies, Human Resource Management, PRISMA, Organizational Performance

INTRODUCTION

The global work landscape has undergone significant transformation over the past two decades, particularly following the emergence of the COVID-19 pandemic, which accelerated the adoption of remote work systems. One form of this transformation is hybrid work, a combination of in-person office work and remote work utilizing digital technology (Verma et al., 2022). The hybrid

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work model is considered a solution capable of balancing flexibility, productivity, and the need for face-to-face collaboration. However, in the context of developing countries or emerging economies, implementing hybrid work faces different challenges compared to developed countries due to the digital infrastructure gap, differences in work culture, and limitations in human and organizational resources in managing change. This situation makes hybrid work not just a global phenomenon but also a strategic issue that requires a more in-depth study of human resource management (HRM) practices and their impact on organizational performance.

Hybrid work in the context of emerging economies creates new dynamics for organizations, particularly because labor market structures, technological capacity, and employment regulations are still in the development stage (Horwitz & Lee Cooke, 2022). Emerging economies often face issues of unequal internet access, low digital literacy, and limited company policies adapting to digital transformation. This raises questions about how organizations can develop effective HRM practices to support employees in hybrid work systems, while ensuring that organizational performance is not only maintained but also improved (Gopalsamy, n.d.). Previous studies have shown that hybrid work can increase productivity and job satisfaction when managed well, but in the context of developing countries, these results are not always consistent. Many organizations are still struggling to find the right formula for combining work flexibility with operational needs and traditional work cultures.

From an HRM perspective, implementing hybrid work requires adaptations in various aspects, from recruitment and training to performance appraisal systems and employee retention strategies. The role of HRM in managing this transition is crucial because the success of hybrid work depends not only on technological readiness but also on how the organization builds trust, communication, and an inclusive work culture (Gopalsamy, n.d.). For example, recruitment practices must consider the digital skills of prospective employees, while training systems need to be geared toward mastering virtual collaboration technologies. Performance appraisals can no longer solely focus on physical presence in the office, but must also accommodate individual work results and contributions within a hybrid ecosystem. This requires a paradigm shift in HRM in developing countries, which have previously relied heavily on traditional practices and direct control.

The context of emerging economies presents a unique dimension to the impact of hybrid work. On the one hand, hybrid work can open up significant opportunities for companies to access a wider talent pool, reduce operational

costs, and improve employee work-life balance (Mabaso & Manuel, 2024). However, on the other hand, limited digital infrastructure, unequal access to technology, and the gap between highly educated and lower-level workers can widen the gap of inequality in the workplace. Organizations in developing countries often face the dilemma of maintaining conventional work structures, perceived as more secure, and adapting to new work models that demand greater flexibility (Williams & Shaw, 2024a). Therefore, research on hybrid work in this context is relevant because it can provide a more comprehensive understanding of how HRM can play a strategic role in creating fair, inclusive, and sustainable work systems.

Furthermore, the impact of hybrid work on organizational performance in emerging economies also requires more systematic study. Many studies in developed countries highlight increased productivity, creativity, and job satisfaction as key benefits of hybrid work. However, in the context of developing countries, factors such as cultural resistance, limited infrastructure, and traditional leadership patterns often hinder the achievement of these benefits. The impact of hybrid work may not be entirely positive, especially if a company lacks a clear HRM policy for managing the transition. For example, unclear work standards can lead to confusion, a low sense of belonging, and decreased employee loyalty. On the other hand, if hybrid work is managed appropriately, it can be a catalyst for increasing organizational competitiveness in an increasingly competitive global market (Williams & Shaw, 2024a).

In terms of research methodology, the use of the PRISMA approach in the literature review on hybrid work and HRM is important because it allows researchers to conduct a more structured, transparent, and systematic analysis. PRISMA, as a literature review protocol, ensures that research is based on valid and comprehensive evidence, allowing the study results to provide a comprehensive picture of HRM practices and their impact on organizational performance in the context of hybrid work (Junchairussamee et al., 2025). With this approach, the research not only presents findings from various relevant studies but also identifies existing knowledge gaps in the literature. This gap can serve as a basis for further research and provide practical recommendations for organizations and policymakers in developing countries on how to effectively implement hybrid work.

The urgency of this research is heightened given the growing trends of globalization and digitalization. Emerging economies cannot ignore the changing nature of increasingly flexible work systems, especially as global talent pools and multinational corporations increasingly prioritize hybrid

models. Failure to adapt to hybrid work can leave organizations in developing countries lagging behind in global competition, both in terms of attracting top talent and maintaining competitive performance (Dolon, 2025). Conversely, the ability to design appropriate HRM practices to support hybrid work can be a key factor in the success of organizational transformation in the digital age. Therefore, this research is expected to make a significant contribution not only to the development of knowledge but also to management practices and employment policies in emerging economies.

Overall, the background of this research confirms that hybrid work is a significant phenomenon that cannot be ignored, especially in developing countries seeking to strengthen their economic competitiveness. The challenges and opportunities presented by hybrid work make the role of HRM crucial in ensuring this transformation is effective and sustainable. Therefore, using the PRISMA method, this study aims to systematically examine relevant HRM practices, assess their impact on organizational performance, and identify strategies that organizations in emerging economies can adopt to navigate the hybrid work era.

RESEARCH METHOD

The research method used in this study is a literature review. The research process begins with identifying relevant keywords, such as "hybrid work," "emerging economies," "HRM practices," and "performance impacts," which are then used in a literature search through international academic databases such as Scopus, Web of Science, and Google Scholar. An identification stage is carried out to collect relevant research articles, followed by a screening process based on predetermined inclusion and exclusion criteria, such as year of publication, relevance to the topic of hybrid work, and focus on the context of developing countries. Selected articles are then thoroughly evaluated to ensure their suitability to the research focus, resulting in valid and high-quality literature for analysis.

After the literature is selected, the analysis stage is carried out by critically examining human resource management practices applied in the context of hybrid work and their impact on organizational performance in developing countries. This process involves grouping findings based on key emerging themes, such as HRM adaptation strategies, implementation challenges, and consequences for employee productivity and well-being. All findings are then synthesized to produce a comprehensive understanding of the relationship between hybrid work, HRM practices, and organizational

performance. This literature review approach is expected to provide a systematic, transparent, and replicable picture, so that the research results have high validity and reliability in answering research questions.

RESULT AND DISCUSSION

Work Environment Dynamics and Organizational Adaptation in Developing Countries

The work environment in developing countries is complex, dynamic, and challenging. This is influenced by various social, economic, political, and technological factors that continue to change rapidly. These changes not only affect individual work patterns but also organizational strategies for maintaining sustainability and competitiveness. The work environment in developing countries is often characterized by economic instability, limited infrastructure, immature regulations, and the varying quality of human resources (Renteria, 2025). On the other hand, globalization and technological developments provide significant incentives for organizations to adapt quickly to avoid being left behind in the flow of international competition. Thus, the dynamics of the work environment in developing countries can be understood as an arena in which organizations are required to remain flexible, responsive, and innovative in the face of change.

In a social context, developing countries are often characterized by various problems, such as educational disparities, differences in access to technology, and unequal employment opportunities. These factors create a heterogeneous work environment, where organizations must deal with a workforce with varying levels of skill, motivation, and adaptability (Banwo et al., 2022). This requires organizations to design inclusive, equitable, and effective human resource management strategies. Organizations cannot rely solely on rigid traditional management patterns; instead, they need to develop work systems that accommodate diversity, increase participation, and strengthen employee commitment to shared goals. Adaptation in this regard can be realized through ongoing training programs, digital competency development, and a work culture that is more open to innovation.

In addition to social factors, economic conditions in developing countries also play a significant role in shaping the dynamics of the work environment (Harsch & Festing, 2020). Economic crises, inflation, exchange rate fluctuations, and dependence on foreign investment often create significant uncertainty (Yousaf et al., 2021). Companies must be able to navigate this uncertainty by managing resources more efficiently, optimizing productivity, and seeking

sustainable market opportunities. Organizational adaptation in economic terms often manifests itself in the form of business diversification, operational cost efficiency, and the implementation of more flexible business models. An organization's success in adapting to economic uncertainty will determine its survival, especially in industrial sectors vulnerable to external shocks, such as manufacturing, agriculture, and small and medium enterprises.

The political and regulatory environment is also a crucial factor in the dynamics of work in developing countries (Hanelt et al., 2021). Changing regulations, lengthy bureaucracy, and less-than-transparent governance practices often create obstacles for organizations. This requires companies to be able to strategically adapt, both by building good relationships with stakeholders and by developing more professional internal governance. Organizations that can read government policy directions and adjust their strategies accordingly will have a greater chance of survival and growth. On the other hand, political uncertainty can undermine investor confidence and create an unstable work climate. Therefore, organizational adaptation in a political context requires careful understanding of regulatory dynamics and resilience in creating work systems that remain efficient despite bureaucratic obstacles.

Technology is one of the most dominant factors transforming the workplace in developing countries (Grass et al., 2020). The acceleration of digitalization, internet adoption, artificial intelligence, and production automation have significantly impacted work patterns and business models. On the one hand, technology opens up significant opportunities for organizations to increase efficiency, expand market access, and develop innovative products and services. However, on the other hand, the digital divide remains a serious challenge. Not all workers possess adequate digital skills, and not all organizations have the resources to adopt the latest technology. Organizational adaptation to digital transformation must include strategies to improve employee digital literacy, invest in technology infrastructure, and develop an organizational culture that supports continuous learning. In this way, organizations can minimize negative impacts while maximizing the potential of technology to create added value.

The dynamics of the workplace in developing countries are also influenced by cultural factors. Differences in values, norms, and work ethics often create diversity in interaction patterns between individuals and organizations (Grass et al., 2020). Work cultures still steeped in hierarchy, patronage, or traditional value systems sometimes clash with the demands of globalization, which prioritize flexibility, collaboration, and openness.

Organizational adaptation, in this case, involves not only changes in management structure but also a transformation of organizational culture. Leadership capable of bridging local values with modern management practices is needed, creating harmony between cultural identity and global demands. Organizations that can build an adaptive culture will more easily navigate change and create a healthy, productive, and inclusive work environment.

Despite the challenges, the dynamic work environment in developing countries also offers significant opportunities for organizational growth. High demographic growth, vast markets, and abundant natural resources provide crucial capital for organizations to innovate. Organizational adaptation to these opportunities can be achieved through exploring new markets, cross-sector collaboration, and implementing sustainability strategies that increase added value for society and the environment. By integrating sustainability into adaptation strategies, organizations focus not only on economic profit but also on contributing to social and environmental development in developing countries.

Ultimately, the dynamic work environment and organizational adaptation in developing countries are interrelated and inseparable. A work environment full of uncertainty and complexity demands that organizations always be prepared for change, while organizational adaptation is key to survival and growth amidst global competition. Organizations that are responsive, innovative, and oriented towards continuous learning will have a greater chance of achieving success. Therefore, understanding the dynamics of the work environment and developing appropriate adaptation strategies are essential prerequisites for organizational sustainability in developing countries.

Human Resource Management (HRM) Practices in Supporting Hybrid Work Models

The hybrid work model has become one of the most prominent phenomena in the post-global pandemic workforce. This concept, which combines the flexibility of remote work with physical office presence, requires organizations to undertake significant transformations, particularly in Human Resource Management (HRM) practices (Ramachandaran, 2024). Changes in work patterns not only shift the way employees perform their duties but also alter how work relationships, performance management, competency development, and employee well-being are managed. Therefore, HRM plays a

strategic role in bridging organizational needs and individual preferences through adaptive, inclusive, and technology-based policies.

One important dimension of HRM practices in supporting hybrid work models is recruitment and selection management (Ramachandaran et al., 2025). The recruitment process in the hybrid era is no longer limited to specific geographic boundaries but instead expands opportunities for organizations to recruit talent from various regions, even across countries. This requires HRM to adopt digital-based selection systems, from virtual interviews to the use of online assessment platforms that can more efficiently measure candidates' technical and soft skills. Hybrid recruitment also emphasizes finding individuals with digital skills, high adaptability, and a readiness to work in environments that do not always rely on face-to-face interaction (Hopkins & Bardoel, 2023). Therefore, HRM needs to formulate an ideal candidate profile that aligns with the demands of flexible work without compromising productivity and team cohesion.

Beyond recruitment, training and development are also a key focus for HRM in supporting hybrid work. Distributed work environments pose challenges in creating equal learning opportunities for all employees, whether working from home or in the office. HRM is required to utilize interactive online learning technologies, such as Learning Management Systems (LMS), microlearning, and digital simulation-based training (Khan, 2024). In addition to technical development, training programs need to emphasize strengthening soft skills, such as virtual communication, digital collaboration, and remote leadership. HRM must also be able to foster a culture of continuous learning that is not limited to physical spaces but accessible to all employees anytime and anywhere. This is key to maintaining organizational competitiveness amidst the rapid changes brought about by digitalization and workplace transformation.

Performance management in a hybrid work context also presents unique challenges that HRM must address. While previously performance assessments relied heavily on direct observation and physical presence, in a hybrid model, HRM needs to develop a more results-based evaluation system. This requires measurable, objective performance indicators that are oriented toward achieving organizational goals. The use of digital technologies such as project management applications, performance tracking software, and data analytics can help HRM monitor employee productivity more transparently. However, HRM must also maintain a balance so that digital monitoring does not create discomfort or erode trust between management and employees. Therefore, a

trust-based approach, open communication, and constructive feedback need to be an integral part of HRM practices in managing performance in the hybrid era (Liu et al., 2025).

Employee well-being cannot be overlooked when discussing HRM practices supporting hybrid work (Piwowar-Sulej, 2021). While flexible work models offer benefits in the form of improved work-life balance for some employees, they can also create challenges such as digital burnout, loneliness due to limited social interaction, and a blurring of boundaries between work and personal life. HRM must develop strategies that balance organizational productivity and employee mental health. Mental health support programs, online counseling, virtual community activities, and flexible work hour policies are some possible approaches. Thus, HRM plays a role not only as a workforce manager but also as a guardian of holistic well-being, encompassing the physical, psychological, and social aspects of employees.

Furthermore, HRM practices supporting hybrid work also include efforts to build an inclusive and cohesive organizational culture, even when team members work in different locations. Work culture is a crucial foundation that ensures organizational values, norms, and behaviors remain internalized amidst the fragmentation of workspaces. HRM must be able to facilitate cross-location communication, maintain employee engagement, and create a strong sense of community. Utilizing digital collaboration platforms, online and in-person team building activities, and intensive internal communication can strengthen employees' sense of belonging and engagement with the organization. In this regard, HRM acts as a key driver in maintaining the collective spirit necessary to prevent hybrid work from causing social disintegration within the organization.

The leadership dimension is also inseparable from HRM practices in the hybrid work context. Organizational leaders are required to possess adaptive leadership skills capable of effectively managing remote teams. HRM needs to design leadership development programs appropriate to the hybrid context, encompassing the ability to build empathetic communication, data-driven decision-making, and empower team members without relying on physical proximity. Successful leadership in hybrid work is capable of creating trust, providing autonomy, and maintaining team accountability (Sampat et al., 2022). Thus, HRM plays a role not only in managing systems but also in preparing future leaders relevant to the organization's needs in the era of flexible work.

HRM practices in supporting the hybrid work model ultimately demonstrate a fundamental transformation from the traditional HRM function to a strategic role oriented towards digitalization, flexibility, and human well-

being. HRM is no longer simply managing employee administration, but rather a strategic partner for the organization in creating an adaptive, productive, and sustainable work ecosystem. The success of hybrid work implementation depends heavily on the extent to which HRM is able to integrate technology with human resource policies that focus on the diversity of individual needs, without sacrificing overall organizational cohesion. Therefore, HRM is a key actor bridging business interests with employee work experiences, ensuring that the hybrid work model can deliver maximum benefits to both the organization and its workforce.

The Impact of Hybrid Work on Organizational Productivity, Performance, and Innovation

The changing landscape of the workplace over the past decade has been marked by the emergence of a hybrid work model that combines physical presence in the office with the flexibility of working from home or other locations. This model has gained increasing global attention, especially after the COVID-19 pandemic prompted companies to undertake a massive work transformation (Williams & Shaw, 2024b). Hybrid work is no longer merely a temporary option; it has evolved into a long-term strategy that impacts the overall dynamics of an organization. In the context of organizational productivity, performance, and innovation, this work model presents complex impacts, both in the form of opportunities and challenges that must be managed strategically.

In terms of productivity, hybrid work offers the potential for significant improvements because it provides employees with the flexibility to organize their work time and place according to their personal preferences and needs. Employees who can adjust their work rhythm to best suit their circumstances tend to experience increased focus and effectiveness in completing tasks (Castaneda et al., 2022). Reduced travel time to the office is also a key factor in increasing productivity by reducing fatigue and allowing employees more time to rest and complete work. However, productivity in a hybrid model is also influenced by the readiness of digital infrastructure, clarity of work targets, and the quality of team communication. Without an output-based performance management system, productivity potential can actually decline due to miscommunication, lack of effective supervision, or distractions in a remote work environment (Aprilina & Martdianty, 2023).

Meanwhile, from an individual and organizational performance perspective, hybrid work presents a more layered dynamic. Employee

performance in a hybrid model is largely determined by how the organization manages expectations, provides technological support, and builds an adaptive work culture. Employees with adequate technology access and strong digital skills are usually able to maintain and even improve their performance because they can work more efficiently without the constraints of space. However, the digital divide between employees can create performance disparities, which can lead to a decline in fairness and team cohesion. Furthermore, hybrid work also requires organizational leaders to develop a more transformative leadership style, prioritizing empowerment, trust, and open communication. A leader's inability to establish a fair and transparent performance evaluation system has the potential to reduce employee motivation and loyalty to the organization. Therefore, hybrid work will only produce optimal performance if there is a balance between individual flexibility and organizational control mechanisms based on clarity of goals.

Another aspect significantly impacted by hybrid work is organizational innovation. This work model has the potential to expand collaboration and enrich the exchange of ideas through the use of digital technology. With hybrid work, organizations can build work ecosystems that involve collaboration across locations and even across countries, thus increasing opportunities for the creation of creative ideas previously limited by physical space. Digital platforms enable more flexible discussions and brainstorming, with documentation that can be accessed at any time. Furthermore, hybrid work also encourages organizations to continuously innovate in technology, work processes, and management strategies due to the demands for efficiency and effectiveness in managing a distributed workforce ("The Impact of Hybrid Workplace Models on Intangible Assets," 2021).

However, this potential for innovation does not come without challenges. One of the biggest obstacles is the reduction in informal interactions that often spark spontaneous ideas. When employees rarely interact face-to-face in the office, opportunities for casual conversations that can lead to innovation are limited. Therefore, organizations need to design hybrid strategies that intentionally facilitate creative collaboration, both through regular face-to-face meetings and virtual activities that encourage social engagement and the exchange of ideas. In the long term, the success of hybrid work in supporting organizational productivity, performance, and innovation depends heavily on policy design and the readiness of the organizational culture. Hybrid work cannot be viewed simply as a technical work pattern, but rather as a paradigm shift in how employees, technology, and work values are viewed. Organizations

that are able to build a culture based on trust, collaboration, and a results-oriented approach tend to be more successful in optimizing the positive impacts of hybrid work. Conversely, organizations that remain stuck in the traditional control paradigm risk failing to achieve the potential of this work model and instead face declining productivity, performance, and innovation. Therefore, hybrid work requires integration between human resource strategies, leadership, digital technology, and organizational culture to ensure its positive impacts are realized sustainably.

HRM Challenges in Managing Cross-Location Communication, Collaboration, and Coordination

The development of digital technology and globalization has brought about significant transformations in the workplace. Modern organizations are increasingly adopting work models involving cross-location teams, both nationally and internationally. This situation requires Human Resource Management (HRM) to face new challenges in managing communication, collaboration, and coordination that are no longer bound by physical space. This changing work landscape relates not only to technical aspects but also encompasses cultural, social, psychological, and structural dimensions of the organization (Soltis et al., 2023). Therefore, HRM plays a crucial role in ensuring that cross-location dynamics remain productive, efficient, and aligned with the company's strategic objectives.

The first challenge that often arises is differences in time and work locations. When teams are spread across time zones, synchronous communication is difficult to achieve (Köhler & Paraskevopoulou, 2021). Virtual meetings cannot always be held during the same working hours, so coordination must be strategic, such as combining synchronous communication through online conferences with asynchronous communication via email, instant messaging, or project management platforms. HRM needs to ensure that organizational policies allow for time flexibility without compromising productivity. Time imbalances often create a sense of unfairness, for example, when some teams must commit to meetings outside of regular working hours. In this context, HRM faces the challenge of maintaining employee well-being without being burdened by extreme differences in location and working hours.

Beyond time, the cultural dimension is another significant challenge. Cross-location teams often involve members from different cultural backgrounds, languages, and work habits. These differences can trigger

communication misunderstandings that have the potential to lead to conflict, both explicit and implicit. For example, a direct communication style from an employee from one culture may be perceived as too harsh by a team member from another culture who values politeness. Differences in work norms and values also influence how individuals view hierarchy, decision-making, and interaction patterns within a team. HRM is required to provide cross-cultural training programs, strengthen intercultural communication skills, and encourage the creation of an inclusive work environment that can accommodate this diversity (Ronald & Marc, 2021).

Another challenge that arises is the limited interpersonal relationships that are typically more easily formed in face-to-face interactions. In a cross-location context, social relationships between team members tend to become shallower because communication takes place through a screen (Tunyaplin & Janyapoon, 2016). The loss of nonverbal cues, such as facial expressions, body movements, or vocal intonation, can prevent the full meaning of communication from being conveyed. As a result, collaboration is often hampered because the trust that underpins teamwork is difficult to build. HRM needs to find ways to reduce this psychological distance, for example through technology-based engagement programs, informal virtual sessions, or regular physical meetings that allow teams to build deeper emotional connections.

Cross-location coordination also presents complex issues because workflows must be managed with a clear system. When team members work from different locations, task synchronization and division of responsibilities become crucial. Without an effective coordination mechanism, the risk of overlapping work, delays in task completion, and loss of accountability can increase. HRM must collaborate with project managers and unit leaders to design a technology-based work system that can transparently monitor task progress. The use of digital platforms such as project management applications, ERP systems, or cloud collaboration tools must be accompanied by clear training and work guidelines so that each team member can use them optimally (Klimkeit et al., 2024).

Beyond technical aspects, psychological aspects are also important concerns. Employees working across locations can potentially experience feelings of isolation due to the lack of direct interaction with coworkers or managers. This can decrease motivation, lead to disengagement, and even increase turnover rates. HRM faces the challenge of designing an internal communication strategy that maintains a sense of togetherness even when team members are geographically dispersed. Initiatives such as virtual

mentoring programs, regular one-on-one sessions with managers, or informal online discussion forums can help reduce this sense of isolation. HRM also needs to prioritize an empathetic approach to supporting employee mental well-being to maintain productivity and loyalty.

Furthermore, data security and privacy pose unique challenges in the context of cross-location communication. The intensive exchange of information through digital networks carries the risk of data leaks, cyberattacks, or misuse of information. HRM must collaborate with the information technology division to establish strict security protocols and educate employees on best practices for maintaining data confidentiality. Trust in cross-location collaboration is built not only through interpersonal communication but also through ensuring that organizational information is properly protected.

At a strategic level, HRM must also face the challenge of creating a consistent organizational culture amidst diverse work locations. Employees spread across different regions tend to have different work experiences, both in terms of access to information, the intensity of communication with management, and career development opportunities. If not managed properly, this situation can lead to unequal perceptions of organizational values. HRM must design an internal communication strategy that can unify the organization's vision, mission, and culture so that they are perceived uniformly by all employees. Digital media such as company portals, interactive newsletters, or knowledge-sharing platforms can be utilized to ensure that organizational values and identity are consistently conveyed.

Ultimately, the challenges of cross-location communication, collaboration, and coordination require HRM to adopt an adaptive and innovative approach. Providing technology is not enough; HRM must also foster interpersonal skills, an inclusive culture, and work systems that support employee well-being. An organization's success in meeting these challenges depends heavily on HRM's ability to balance technical, social, and psychological aspects simultaneously. With the right strategy, HRM can turn cross-location barriers into opportunities to strengthen organizational competitiveness in an increasingly dynamic global era.

CONCLUSION

This study concludes that the implementation of hybrid work in developing economies presents different dynamics compared to developed countries, primarily due to digital infrastructure gaps, regulatory limitations,

and variations in human resource readiness. Using the PRISMA approach, the literature review demonstrates that hybrid work serves not only as a post-pandemic adaptation strategy but also as a long-term transformation in human resource management practices. Hybrid work can improve work flexibility, work-life balance, and operational efficiency, but its impact is strongly influenced by the social, cultural, and economic context of each country.

From an HRM practice perspective, this study emphasizes the need for companies to adapt hybrid work policies to the characteristics of the local workforce, including digital literacy levels, technological affordability, and organizational culture. The role of HRM is becoming increasingly important in creating inclusive, equitable, and sustainable work models, particularly by addressing issues of productivity, employee engagement, and mental health. External factors such as government support, employment regulations, and the development of digital infrastructure are also key determinants of the success of hybrid work implementation in developing countries.

Overall, this study emphasizes that hybrid work in developing countries is not simply a global trend, but rather a strategic opportunity to improve organizational performance if properly managed through adaptive and evidence-based HRM practices. The implications of these findings open up space for further research that can explore the long-term relationship between hybrid work, organizational innovation, and sustainable economic development. Thus, hybrid work can be seen as a crucial instrument in supporting the global competitiveness of companies in developing countries, provided it is supported by synergy between the organization, employees, and progressive public policies.

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