Exploring the Impact of Hybrid and Remote Work Models on Business Efficiency and Employee Well-being: A Scoping Review

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Abstract
The pandemic of COVID-19 has drastically emphasized the importance of hybrid/remote work arrangements even though these have existed in the market beforehand. The aim of this scoping review is to investigate and analyze the impact of hybrid and remote work models on both business efficiency and employee well-being across various industries and organizational settings. By mapping the existing literature. A total of 17 published papers with inclusion and exclusion criterias. To assess the quality of the articles, the author used Methodological Quality Questionnaire (MQQ) scoring. The findings indicate that there are positive significant relationships among hybrid and remote work models on business efficiency and employee well-being.
Keywords: Work from Home, Hybrid, Remote, Employee, Well-Being, Productivity, Efficiency

Introduction
The idea of flexible work arrangements which are known as work from home (WFH), hybrid or remote setting are not new (Agrawal et. al., 2023 ; Kangoh Lee, 2023) but the importance was intensified when the COVID-19 pandemic and during lockdown which occurred in March 2020 (Smite et. al., 2023). This larger spike usage of these work settings were and still practiced by the organizations nationwide (Appel-Meulenbroek et. al., 2022). This uncertainty of the situation which occurred due to a lockdown imposed by the World Health Organization (WHO) has tapped into the importance of employee's well-being as a serious issue to be talked about (Silva et. al., 2022). It cannot be denied that these flexible working arrangements have benefited positively in terms of enhanced autonomy and provide security in employees' well-being and personal lives which was supported by ()Wang et al., 2021). Also, Laura and Vanessa (2020) has highlighted that flexible working has the potential of both sides, negative and positive in the areas of motivation, productivity and satisfaction.

Based on Agrawal et al (2023), the well-rounded analysis of the hybrid and remote workings on the profitability of business and the welfare of the employees requires a very careful perception of multifaceted occurrences caused by technological advancements, organizational reformation and social-economic transformations that gain momentum as a result of occurrences like the COVID-19 pandemic. It is worth noting however, that the trend of remote work was initially accelerated by the pivots surrounding the coronavirus disease outbreak, but it appears that the scholarly publications reflect a diverse landscape of mixed opinions and outlooks, concerning benefits and possible pitfalls of the phenomenon. In order to take it further, it is essential that a scoping review is carried out and acts as a tool to collect, synthesize and discover the research gaps because it provides clear guidance on further research agenda showcasing institutional, organizational, technological and individual factors that influence the effectiveness of hybrid and remote work arrangements (Boutros et. al., 2023).

The aim of this scoping review is to investigate and analyze the impact of hybrid and remote work models on both business efficiency and employee well-being across various industries and organizational settings. The author hypothesized that there are positive significant relationships among hybrid and remote work models on business efficiency and employee well-being. How do hybrid and remote work models affect business efficiency and employee well-being compared to traditional office-based models? This research question was formulated based on the PIO formula as the planning for the Evidence Based Practices (Structured PIO searching for SSSHL students, 2023).

Literature Review

A survey conducted by Randstad Malaysia on 6th May 2024 reported that 40% of Malaysians were willing to quit their respective jobs despite the benefits that they received if their management or companies asked them to be physically at office more often. Also the survey mentioned a 49% pool of Gen Z and 47% of Millennials are rooting towards flexibility at work place over rigid work set-ups. This indication of flexibility in the workplace should not be limited to one dimension but should include all major aspects such as a diverse work environment which promotes equity. Lockdowns from the COVID-19 triggered the humans especially employees in terms of emotional condition which moved into their well-being and changes in workplace dynamics (Alvarez, 2022). The author also indicated that this situation has made everyone reevaluate their thinking on the importance of well-being and also the new paradigm which occurred.

Bartsch et. al (2021) mentioned that the pandemic has educated us on how humans and organizations are fragile and at the same time extraordinarily this phase of life moved towards adopting advanced technological and managerial experiences by default. These transformation and adaption of new norms and technologies have gradually increased the capabilities and performance in intersecting humans, offices and social environments. Grateful for the high performing internet availability encourages and puts in practices of work from home as an option for current and future situations (Lund et al., 2021). Contradically, employees from countries without these digitization skills are more affected. Their vulnerability from no support from their economy affected their employment, family and self well-being (Economic Commission for Latin America and the Caribbean ECLAC / International Labour Organization ILO, 2020).

Grobelny (2023), mentioned that well-being, seen as being in a top state of doing and feeling, is now a main focus for those studying the mind and public health. There are two ways to see it: one tied to joy, good vibes, and no bad vibes (we call this the happy view). The other is about living a life full of meaning and purpose (the deep-meaning view). The idea of balancing work and life is based on the thought that work and private life should help each other to make one's life seem perfect. Also, men and women do flexible work in different ways, leading to different results in how they feel and how well they balance work and life (Chung & van der Lippe, 2020; López-Igual & Rodríguez-Modroño, 2020).

Restrepo and Zeballos (2022) discovered that employees working from home spent a lot more time sleeping, hanging out, talking, and enjoying free time than those working out of the house before the virus hit. One of the theories that has been incorporated with work from home workers' performance is self-determination theory (Tudu and Singh, 2022). This explains that workers' productivity and their performance will be incline if given the autonomy, freedom and flexibility which leads to a healthier work life balance.

Data and Methods
Search and Selection
The researcher has collected the sources through two databases which are ScienceDirect and Emerald Insights. Manual search was also conducted based on the references list and of database sources as well as own reach out processes. The search terms included by the author are"employee", "hybrid or remote working", "employee well-being" and " business efficiency". The inclusion and exclusion criterias that have been framed as Inclusion criterias such as i) Articles from the year 2022 and above, ii) Employees from various industries, iii) Hybrid or remote work model and iv) Employee's well-being or Business efficiency. Meanwhile, the exclusion criterias such as i) Non English articles, ii) Unavailability of full text articles, iii) Grey literature, iv) Unrelated to management criteria, v) Non Original article and vi) Non research articles.

Two screeners were involved for the screening and selection process based on the criterias that had been set. Screenings were segregated into three stages which are 1)Title Screening, 2)Abstract Screening and 3)Full-text Screening. Both of the screeners participated until stage two and compared their pre-consensus agreement. Validation of the process through reviewing the entire procedures respectively. Attached the authors' screening summary and PRISMA diagram of the process below in Table 1 and Figure 1. As a final result, 17 articles were finalized after the full-text screening to conduct this scoping review.

Table 1

Screeners' summary of pre-concession agreement

Screenings	1st Screener	2nd Screener
Total articles collected	333	333
Title screening	44	37
Abstract screening	27	24
Pre-concession agreement	24 articles	
Percentage (%)	$\dfrac{24}{24 + 3} \times 100 = 88.89\%$ ** *** As both the screeners accepted 24 articles in common: First screener difference: (27 - 24) = 3 Second screener difference: (24 - 24) = 0 Hence, differences were; 3 - 0 = 3	
Full text screening	17	Not participated

Quality Assessment and Data Extraction

For this stage, the researcher has adopted a Methodological Quality Questionnaire (MQQ) scoring to evaluate and assess the quality of the articles which have been selected to review upon. Acosta et. al (2020), supported that MQQ beneficial in terms of enhancing cognitive thinking and problem resolving skills also researchers' capabilities of proceeding scoping review broaden.

Data extractions of all 17 articles were tabulated in Microsoft Excel Sheet in matrix format. Researcher has taken information such as article published year, authors name, title, objective of the study, research design, sample size, occupation of the workers, country, findings, limitations and suggestions.
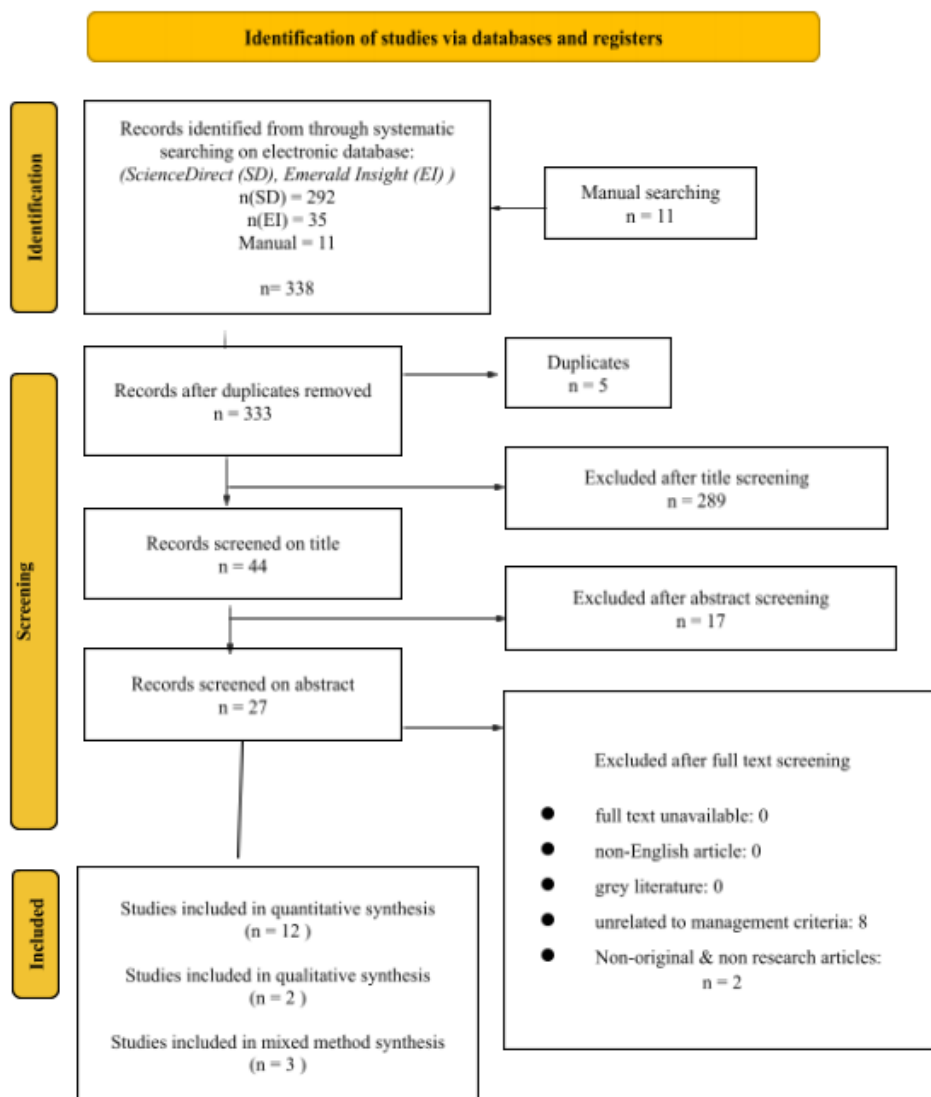
Figure 1: Flow diagram

Results and Data Analysis

This portion will be discussing the data extraction of each articles' findings respectively which is the main motive of the study initiated by the author. These comprehension of 17 journal articles which related to hybrid, remote work setting or also known as flexible work arrangements incorporated with employees well-being and business efficiencies from various industries and countries.

Alvarez-Torres and Schiuma (2022) have conducted their study on 567 respondents from Mexico about the impact of remote working adaptation on employees' well-being during the latest pandemic. The research referred the existence of the 6-dimension categories which are RH (Human relationships), E (Emotions), CB (Well-being Behaviors related to Covid-19), EF (Family economics), RS (Routines and habits), and VF(Family life) that perceptionally enhanced the Index of well-being perception (iWB). VF monitored social occasions and daily life using this virtual reality kind of experience. This was somehow a reflection of the overall situation of their group as they confronted physical work difficulties and the problems of

working from home during the lockdown.This result is a signal in itself because the group workers were caught off-guard by their quick spatial separation from physical interactions with colleagues, management and so on. It was hard for them to adapt to remote work and they faced several problems like work-home interference, ineffective communication, procrastination and loneliness.

A study by researcher Ärilä (2022) in Finland indicating that working remotely, inevitably brings a mostly positive effect on the level of job satisfaction and strikes a balance of work-life, typically taking the stress off by separating work from life, problems with time management, and cutting off from work as well. On the other hand, one could find that elements of ergonomics have been minimized. The thing that most respondents from the study pointed out is the fact that they sometimes feel that day-to-day tasks can be performed efficiently at home, but the social context and problem-solving tasks are made for in-person work. Interestingly, other well-being points such as the range of the choices involving food was also different among respondents since some people considered ordering meals from external restaurants as helpful and prefer being able to do so, while others considered the whole meal making process tiring. Moreover, unlike commuting, remote work may bring some financial advantages to employees by reducing transport costs and thus these savings can also have a positive effect on employees' money management.

Boutro et. al (2023), study conducted on impact of firm performances from Jordan and Morocco, carried out results that remote working policies to the existing business would likely increase the firm performance most efficiently where the effect is statistically significant. Throughput response-relevant policies have a positive impact over all business sizes. Medium sized companies see the highest increase of productivity. In contrast to big companies, whose profit is higher, small businesses experience a smaller rise that might be due to very difficulties, for example, money problems, inadequate staff training, bureaucracy, and so on.The researchers found a small favorable effect of this remote working on sales performance for the retail sector. Since the opposite vector of remote working suggests a large, positive effect on the net performance of firms in the service sector, it is possible that remorse working can improve efficiency and productivity for this sector that consists of consulting, finance, or IT services, among others.

Another positively impacted finding from the study by (Cucolaş and Russo, 2023). Their respondents are from the software/IT industry from various countries such as India, Romania, Denmark, Indonesia, USA, Hungary, Romania and Spain. Findings supported that working from home enhances both needs for innovation and autonomy of the workers. The capacity of working remotely improves employees' inclination towards satisfaction of the three intrapersonal motives, autonomy, competence, and relatedness, which in turn translates into their increased performance. Also a study by Esther and Rai (2023) from India, aligned with the same concepts where 58% of telecommuters are more productive at home. Saving half the time working at home for the data set. 216 people from the model think working at home and 82% employees choose a flexible schedule. 81% of people rather work from home in order to avoid traffic. The reality is that only one-fourth of the employees feel productive working from home, yet 84% of the employees say that they spend more quality time with their families.

Wen Fan and Moen (2023), study presents diverse elements of well-being and employment characteristics, like remote work and its effects on various demographic groups. It notes that a positive work-life balance can be experienced by workers who have high job satisfaction and the jobs that are significantly valued often qualify as the ones with a high amount of stress. The study confirms that remote work improves attitude and mental health, particularly for those without care-giving duties, but returning to work in the office may be stressful mostly for those without care responsibilities. These hybrid work solutions may favor the minority populations and less educated men but can be a disadvantage for the white women. Caregiving obligations have both positive and negative effects for both women and men at home. Caregiving without effect is reported by women and men without responsibility. For instance, there could be occupational inequities that may lead to dissimilar experiences with well-being related to gender, race-ethnicity, or social class.

Grobelny (2023), this study findings also indicate some positive significance on hybrid and remote work models on employee well-being. The individuals in the virtual setting (who rated their satisfaction of their current workstations as higher), often show more autonomy in creating their workstations as compared to the on-site members where the autonomy and decision making opportunities could replace the monotony task of setting up machines in the workstations and thus, the workplace well-being. Virtual team members' well-being drivers analysis depicts a smooth and clear-cut role of the team leader and communication levels. Team members who frequent the same office space were overwhelmed by this seemingly stereotypical list of workspace-related factors. Offices are usually furnished with a high-profile set-up (which is mostly prescribed by occupational law), and faults or problems with working conditions are usually due to remote work. In precise, the study concluded that flexibility is the main driving tool of a workplace.

A study from Indonesia by Khatimah et. al (2022) proved that the health and work balance indicators the respondents fell into the category of having good work-life balance and was in good concordance with their statements that during remote work, employees had more time to explore their hobbies (sports and other household issues). Work-life balance has been seen as a facilitator whereas remote working comes out as a remedy for workers. While working from home grants a kind of freedom that enables you to take care of your family. flexible working hours increase productivity and employees' comfort which is evident from high performance and drop in the turnover. In fact work life balance is the criterion that impacts workers' productivity the most at work. Staff that don't have any work life balance which is not well balanced will get demotivated at work, their social life becomes a mess and some in mental health.

Study from India on job satisfaction which is impacted by the hybrid work model (Kumar and Das, 2022). The promotion of regenerative images may be seen as pressing in the context of the rise in hybrid workplaces which put people at the center-stage and which make it possible to focus on the employees' mental and physical health which would not only bring about their self-realization but would also provide new capacities to achieve the results required from the workers. Working women without children and male employees, mostly, are the ones who liked this work from home option more than others, who have kids at home and got family responsibilities. The respondents value flexibility as the highest concern of their work life and hybrid work has encouraged them a lot to stay effective. Many of them

are mothers. The most important factor like having increased mental wellness view of life balance as well as having better job satisfaction is the most significant part of hybrid working model; on the other hand, employees surveyed believe that working from home at all times post Covid can be challenging and can lead to social loafing, huge workloads, and lack of performance metrics.

Lapshun and Gomez (2023) stated that while those who engage in either hybrid model or remote work (attitude towards work-from-home) might have a different productivity image of their colleagues than do those who are working at office entirely. Particularly, the work-from-home respondents felt that their colleagues seemed more productive during work from home than in the office. Many of our participants related to us that the time they spend at home and working at the same time was just as effective as it would be otherwise. However, they saved some time from productivity and had better results about the work-life balance. Selvi and Madhavkumar (2023) stated their findings as employees being in the context of a hybrid working model are likely to regard it as favorable for their happiness at the workplace. Workplace happiness leads to employee retention, in which hybrid working models have no impact on the employee retention, only positively mediating the happiness levels at the workplace.

Another study from Finland stated that Lindeberg et al (2024) leadership and working environment, in which, if managed or created poorly, can create undesired consequences of the remote workers feeling undervalued, stressed or minimized. In this particular instance, our study revealed that. Besides, enhanced work presence had negative consequences on emotional well-being. There is a strong positive side of leadership and management in time off wellness of this type of workers. On-site workers got somewhat lower results but those who worked from home during the COVID-19 crisis obtained superior ratings for their time management control and well-being than the ones who worked on-site. This can be shown that employees are sometimes very over-expectation of being in the position and having autonomy. The interesting part of the findings was that hybrid work values, rewards structure and the organizational structure correlate with no connection to hybrid worker wellness.

Auditors from Sweden Lorentzon et al (2024) noticed that the job became easier and less stressful once they started working in a remote audit mode, as they were able to manage their own schedule better. Working remotely improves the auditors ability to quickly switch from the work environment to the personal life setting, thus improving their productivity and helping them develop a good balance between the work and social lives. Auditors seem to be convinced about the fact that they are able to save more time because of remote working. They claimed there is the productive aspect as it eliminates travel time and the details embedded in virtual meetings. When it comes to Zoom auditors can transfer directly from one meeting to another without any interruption. However, some auditors found that remote work required more time especially if it is hard to get the clients as well as when the clients need time to provide the necessary materials.

Research by Pensar and M€akel€a (2023) from Finland argued on energy consumption of remote working, the first article from the final screening that talks about the negative aspects. The researchers spotted that remote working has come with extended working hours where individual management of working hours and continuation of corresponding afterwork hours. They intended an intensive working style with additional immersion in work and an

exhaustive workplace culture too. Such work models like remote working will increase emotional and practical workload where there are ways to deal with issues all alone by the employees and how not if the workplace is new for them to cope up with the responsibilities. Employees' well-being where negatively impacted is what can be understood from this study.

Tran (2022) finds that list of benefits of hybrid working such as flexibility that gives a good work-life balance, mental health support for the employees for coping with social anxiety and stimulates motivation giving staff the opportunity for a peace-of-mind in case their home is a sanctuary, but they are still engaged in what they do. Homelife often fails to provide the needed dynamic and social integrated environment resulting in the negative impacts on focus and productivity. Immediate response time in office settings rather than protracted connection in remote situations may become a deterrent to productivity. A lot of people may enjoy being at the office, as the activity levels and the engagement are perceived to be higher than what is found at the home. Language barrier is a vital factor for lack of communication among people and, therefore, the economy of that country declines. Various instances of inconsistent Wi-Fi lead to distractions and can negatively affect the hybrid work environment. Hybrid work embraces a team of happy workers but on the other hand lifestyle balance is one of the challenges in hybrid work. Technically hybrid work has some positive effect on spontaneous communication and collaboration in teams, but disengagement (lack of focus) can impair meeting quality.

A study by Silva et al (2022) in Portugal, it is vitally important that researchers prove that telework lowers the stress levels of employees. By walking, cycling, or taking the bus or trains people will need to switch between home and workplace, thus, forging a stress-free and direct route from telework jobs to employees' well-being. Even though it is while achieving and recognizing telework as a favorable labor method, teleworkers feel more at ease. This working style that allows the worker to be more self-sufficient, has flexible work hours and cuts down on traffic jams could be the most appropriate strategy for the well-being of the IT employees. telework also brings along the circumstances for a better balance between work and life/home. Hereby, it becomes clear telework is outstanding work setting for IT workers who work from home as they experience a positive climate with many daily uplifts than hassles, in addition, telework improve well-being to the workers during the work time

Finally, a study by Wohner (2023) discussed that working from home and flexible hours make people move more, and the data says that working from home connects with more walking for fun and shopping. Also, people who work from home are more likely to ride bikes for fun compared to those who work at the office. Working from home and flexible hours (mostly core hours) help employees do a good bit of moving each day, which supports thinking, and this could be a big thing for public health folks to know.The data suggests that higher BMIs connect with less moving around overall, less walking and biking, and less chance of doing 30 or more minutes of moving each day.

Conclusion
In conclusion, it is evidently shown that hybrid and remote working has positive significance towards employees' well-being and business efficiency across various industries and geographical locations. Each study provided valuable insights which supported the hypothesis

that there are positive significant relationships among hybrid and remote work models on business efficiency and employee well-being and also answered the research question respectively. As the major findings were in employee well-being, hybrid or remote work models contributed positively and still continuing by providing flexibility, less stress and enhancing work-life balance as well as giving them the opportunity to to maintain their personal and professional lives with the autonomy in managing their time wisely. All of these lead towards job satisfaction and overall well-being and respect and loyalty towards the organization. Second finding which is business efficiency, also leading to positive significance where the studies indicating higher productivity and better team collaboration is given the right information, clear communication, resources and trust without micromanaging. Besides, this flexible work encourages not only cost efficiency towards employees but also to the companies in terms of office space and other resources.

As suggestions for policies, first, organizations can adjust to these new remote contexts and respond with the ability to harmonize technology and the transition to more human well-being (Schwab and Malleret, 2020; Warhurst and Knox, 2022). The promotion of remote working solutions, such internet accessibility and high bandwidth subscriptions, at more affordable prices, should be the primary responsibility of policymakers. Conducting routine health check-ins, encouraging a reasonable number of breaks and a reasonable duration of the workday, offering assistance and training with work-related activities and technologies and educating staff and raising consciousness would be the ways to promote employees well-being in hybrid and remote work environments.

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The authors declare no conflicts of interest.

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Appendices
1. The 333 collected articles:
   https://drive.google.com/file/d/1FtGJ9fJyPMkj0PaZRG0r5dNQucR2eQY7/view?usp=drive_link
2. Title screening :
   https://docs.google.com/spreadsheets/d/10noWxmK5Sd5wFrmgpCK3tQixrhKtCqN8apKP6shbcj0/edit?usp=drive_link
3. Abstract screening:
   https://docs.google.com/spreadsheets/d/1lG5VAnILgk9hCw6M7oKz6bHu-2THshRDI0quzktjgzU/edit?usp=drive_link
4. Full text screening: https://docs.google.com/spreadsheets/d/12x6YUtUy60K-DC5xpbCJnZRhMbdbQ3q39a5O2svX58I/edit?usp=drive_link
5. Data tabulation: https://docs.google.com/spreadsheets/d/1hdslTWc-mzRwDA8WhnP2V9xOlgF-nfu9eQQAjXvUBP4/edit?usp=sharing
6. MQQ Assessment and Scoring:
   https://drive.google.com/drive/folders/1Z91ZysHhkTdBUbthSb80LdIY15dKCvqj?usp=drive_link