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TRƯỜNG QUẢN TRỊ VÀ KINH DOANH

MAI VIỆT DŨNG

TÁC ĐỘNG CỦA LÀM VIỆC KẾT HỢP ĐẾN KẾT QUẢ
LÀM VIỆC CỦA NHÂN VIÊN THỂ HỆ Z TẠI VIỆT NAM

LUẬN ÁN TIẾN SĨ
QUẢN TRỊ VÀ PHÁT TRIỂN BỀN VỮNG

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THE EFFECT OF HYBRID WORK ON EMPLOYEE
PERFORMANCE OF GENERATION Z IN VIETNAM

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DECLARATION OF ORIGINALITY

I hereby declare that this dissertation entitled “*The effect of Hybrid Work on Employee Performance of Generation Z in Vietnam*” is my own original work under the supervision of Assoc.Prof. Nguyen Ngoc Thang. All data, analyses, and research results presented are truthful and have not been previously published in any other academic work. All sources have been appropriately cited in accordance with academic regulations.

Ph.D. Candidate

Mai Viet Dung

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Ph.D. Candidate

Mai Viet Dung

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ABBREVIATION

AP:	Adaptive Performance
CFA:	Confirmatory Factor Analysis
CO:	Communication
CP:	Contextual Performance
CSR:	Corporate Social Responsibility
EFA:	Exploratory Factor Analysis
EP:	Employee Performance
FW:	Flexible Work
Gen X,Y,Z:	Generation X,Y,Z
HRM:	Human Resource Management
HW:	Hybrid Work
JS:	Job Security
JSAT:	Job Satisfaction
LLCI:	Lower Limit Confidence Interval
MWFH:	Mandatory Work from Home
OB:	Organizational Behaviour
PE FIT Theory:	Personal Environment FIT Theory
PWC:	Price Waterhouse Coopers
RW:	Remote Work
SDGs:	Sustainable Development Goals
SET:	Social Exchange Theory

SMEs: Small Medium Enterprises

TP: Task Performance

ULCI: Upper Limit Confidence Interval

USPTO: United States Patent and Trade Mark Office

WFA: Work from Anywhere

WFH: Work from Home

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INTRODUCTION

1. Rationale

Perhaps, this decade has been one of the most uncertain periods of time for our professional life. The sudden appearance of the epidemic outbreak put a pause to the development of any economy in the world and forced firms to go for a new work arrangement with an aim of searching for more protection for their employees (Brynjolfsson et al., 2020; Phuong, 2021). As a result, Work from home was introduced and widely adopted against our will (Kniffin et al., 2021) in over the world during the Pandemic. Nevertheless, the eradication of Covid-19, achieved through countless effort of scientists, governments and many others, resulted in the exclusion of Work from home (WFH) from our work environment.

As a Pandemic prevention, Work from home might have been a marvelous solution. Nonetheless, from an HRM point of view, the impact of Work from home on the Employee Performance was questionable considering controversial scientific findings. Some studies confirmed improvement in productivity of the Work from home employees (Ekasari et al., 2022; Susilo, 2020). Some others uncovered that this work arrangement had no impact on the Employee Performance (Russo et al., 2024; Wolor, Nurkhin, et al., 2021) or was found to cause “side effects” that had negative impact on the employees’ mental health (Blomqvist et al., 2023) and job performance (Golden et al., 2008).

Work from home has already gone but nice memories persisted. Employees still recall the good old days when they didn't have to wake up too early, return home too late, or spend hours in traffic jams every single day. As a result of these recollections, the employees begin to feel strongly that they should once more be given greater flexibility and autonomy (Barrero et al., 2021; Munk, 2024). On the other side, businesses also face certain financial constraints as a result of typical decreased leasing costs and tech-related investments due to Work from home during the Pandemic (Fan & Moen, 2023b). These issues seem to be a fantastic fit for both parties, and they have Hybrid Work (HW) as a negotiated solution which is becoming more and more popular (Tsipursky, 2023).

Hybrid Work (HW) combines the best of the two world, the traditional working method and the virtual one (Lauring & Jonasson, 2024). Supported with advanced technological development, Hybrid Work can offer workers benefits that were unthinkable just several years ago. They still can be autonomous and flexible, yet they can still regularly get together in person to discuss company plans and even engage in office gossip. HW might be very different from Work from home in which workers were found to have suffered from loneliness (Killgore et al., 2020; Q. Wang & Huang, 2021), depression and anxiety (Choi et al., 2020), low job security (Brynjolfsson et al., 2020; Kaufman & Taniguchi, 2021), work-family conflict and behavioral stress (Molino et al., 2020; Spagnoli et al., 2020). This trend is further supported by global data. For instance, employee support for HW is notably high, with 99% in Canada, 90% in Australia, and 61% in the United States expressing a preference for this model (Chow et al., 2022; George et al., 2022). In Vietnam, according to the Ministry of Science and Technology (2022), 68% of the respondents favored Hybrid Work. In certain sectors, such as software development, Hybrid Work has even become the prevailing standard (Russo et al., 2024). Similarly, in Ireland, job postings for remote and hybrid positions have increased by 17.5%, a figure four times higher than in the pre-Covid period (Walsh, 2025).

Existing literature shows controversial outcomes on different types of flexible work on performance, for instance, work from home negatively impact productivity (Russo et al., 2024) while remote works were found to positively impacts performance (Fan & Moen, 2023a; Naqshbandi et al., 2024). Hybrid working (HW) is regarded as a novel and increasingly modern working arrangement. However, as it has been implemented under relatively stable conditions, many aspects of HW remain insufficiently understood, particularly its impact on employee performance, thereby underscoring the need for this study.

Generational theorists argue that although there might be some similarities, generally, Generations distinct one from another because they are born and raised in different context (Schroth, 2019; Seemiller & Grace, 2019). The literature review enlightens some notable characteristics of the Generation Z which are *diversity*

(Halafoff et al., 2020; Seemiller & Grace, 2019) as they have witnessed a globalized world since young age, *digital native* (Katz et al., 2022; Lanier, 2017; Turner, 2015) because they have grown with a robust technological development, and *strive for a better planet* (Mandić et al., 2023; T. N. Nguyen et al., 2024; Trinh & Nguyen, 2023) because they are aware of sustainable issues and are ready to react. Previous studies also coincide with the fact that the Gen Zers greatly value flexibility and autonomy at work (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022) which are two significant advantages that HW may provide. In summary, research on this topic is still in its very early stage, but it appears that this work style is a good fit for the aptitude and aspirations of this important generation.

In a nutshell, the workplace is witnessing two important societal trends at the moment. The first one is the shift of work method, from the traditional one to Work from home and currently, Work from home to HW, including Vietnam (Ministry of Science and Technology, 2022). The second one is the arising importance of the Generation Z in the professional world. Not only they are a new source of energy for the labor market, they are also large in number, accounting for nearly one third of the total global population (Thach et al., 2020), and 13 million in a 100 million population, in the case of Vietnam (PWC, 2019). It won't be long before a large number of Gen Z work in a hybrid environment and at the moment, not too much is known about this tendency. That's why, from the author's point of view, it is necessary to understand how HW would affect this generation's job performance.

This study focuses on examining hybrid work as a modern work arrangement that combines both remote and on-site working modes. In this dissertation, employee performance is conceptualized as observable work-related behaviors and outcomes that contribute to organizational goals. To investigate the relationship between these constructs, the study adopts an integrated theoretical framework grounded in Social Exchange Theory and Person–Environment Fit Theory. These perspectives provide a foundation for understanding how hybrid work influences employee performance through key mediators such as communication, job security and job satisfaction. Accordingly, the empirical model positions hybrid work as the independent variable,

employee performance as the dependent variable, and communication, job security, and job satisfaction as mediating variables, while gender is examined as a moderating factor. This conceptualization defines the scope of the research and guides both theoretical development and empirical analysis.

The findings of this study would have meaningful contributions from both theoretical and practical standpoints as well as to firms' sustainable development, with respect to SDG3 (Good and Wellbeing), SDG 8 (Decent Work and Economic Growth) (United Nations, 2021) because it provides with a deeper understanding of a new work method which can potentially be applied to attract young talents (the generation Z) and improve their performance. This is also particularly important for those industries for instance, Education, IT, Marketing and Accounting & Finance...which can benefit from flexible work, a new work arrangement that could potentially be used to attract and retain young talents.

2. Research objectives, subject and scope

General objective

The general objective of this dissertation is to investigate and evaluate the impacts of Hybrid Work on Employee Performance of the Generation Z in Vietnam, mediated by 3 determinants of Performance (Communication, Job Security and Job Satisfaction) and the moderating effect of Gender. The research also aims at proposing several recommendations to firms in order to improve the Generation's job performance as well as to have deeper understanding of such an important source of labor.

Specific objectives:

- Develop a conceptual framework and empirically evaluate the impact of Hybrid Work on Generation Z's Employee Performance in Vietnam mediated by three determinants of performance (Communication, Job Security and Job Satisfaction).
- Analyzing the moderating role of Gender on the relationship between Hybrid Work and said mediators.
- Providing firms with recommendations to improve Generation Z's performance.

Research questions:

Based on the research objectives mentioned, this dissertation will focus on answering the following research questions.

- How does Hybrid Work affect the Employee Performance of Generation Z in Vietnam, and to what extent is this relationship mediated by Communication, Job Security, and Job Satisfaction?
- What is the moderating role of Gender in the relationship between Hybrid Work and the mediating factors of Communication, Job Security, and Job Satisfaction?
- What decision can firms make to enhance Generation Z's performance under Hybrid Work arrangements in the Vietnamese context?

Research object of the study:

Hybrid Work and its influence on Employee Performance within organizations in Accounting & Finance, Education, IT, and Marketing & Communication industries of Vietnam.

Research Scope:

The population of this research is the Generation Z of Vietnam. Participants in this study must be employed and have the ability to perform hybrid work. Due to budget constraints, data were collected mainly from the Northern and the Southern Region of Vietnam. The economies of these two regions, representing by Hanoi and Ho Chi Minh City, are expanding quickly and are able to keep up with the latest practices from developed economies, which is important for gathering data on hybrid workers. This is another rationale for selecting these two areas. Put another way, the idea and implementation of Hybrid Work may not be as popular in other provinces or cities of Vietnam.

Research Period:

The time frame for this study is from 2021 to 2025. However, the pandemic's elimination forced a revision to the original research proposal, meaning the study would now concentrate on the effect of Hybrid Work rather than Work from home on the

Employee Performance of the Vietnam's Generation Z. The data collecting process, which was only carried out as a pilot test in early 2024, had been actually delayed by this adjustment. The formal round of data collection took place from March to July of 2024. The interviews in study two were taken place in the first quarter of 2025.

3. Research methodology

This study employed a mixed-methods and multilevel approach to leverage the advantages of both quantitative and qualitative analyses. The primary objective is to gain deeper insights into Generation Z, with a particular focus on assessing the impact of HW, a new work arrangement, on their performance. Utilizing a multilevel framework offers a comprehensive perspective of organizations by exploring the complexity of social behaviors from multiple viewpoints.

In the quantitative study, data (N=370) was collected from the Gen Z employees located in Hanoi and HCM Cities. These young professionals work in the Accounting & Finance, Education, IT, and Marketing & Communication industries. These industries are considered top employers for hybrid works (Morgan, 2022; Office for National Statistics, 2024).

In the qualitative study, the author selected the IT industry as the context for conducting semi-structured, in-depth interviews with 14 business leaders. Their insights were both valuable and informative, offering a deeper understanding of the impact of Hybrid Work on employee performance. Importantly, gathering perspectives from managerial-level participants (multilevel approach) also helped mitigate potential bias, particularly social desirability (Trochim et al., 2016) which may arise when employees are asked to evaluate their own performance directly.

4. Theoretical and practical implications:

4.1. Theoretical implications

First, the study extends the Theory of Performance (Elger, 2007), Social Exchange Theory (P. Blau, 2017; Homans, 1961), and PE Fit Theory (Kristof, 1996) by examining how Hybrid Work shapes Employee Performance and how this relationship is mediated by Communication, Job Satisfaction and Job Security.

Second, the dissertation contributes to the literature by introducing gender as a moderating factor in the hybrid work context. The study clarifies that genders do not experience Hybrid Work in the same manner.

Third, the study enriches Hybrid Work scholarship in emerging markets, particularly Vietnam, a context where hybrid work is rapidly evolving but academically underexplored.

Fourth, the dissertation contributes to theory by providing new insights into how Generation Z in Vietnam experiences hybrid work. As a growing part of the national workforce, Gen Z has unique expectations and behaviors. Understanding how this cohort responds to hybrid work and its related factors adds a valuable generational perspective to existing theories.

4.2. Practical implications

The implementation of Hybrid Work not only improves Employee Performance but also helps organizations to attract and retain Gen Z talents.

Hybrid Work shouldn't be a standalone policy and should be accompanied by other factors such as clear communication channels, effective monitoring system, active leadership involvement.

Hybrid Work should be implemented on an optional basis giving the employees the right to choose to opt in or opt out. Training for female workers and people of other Generation such as X and Y is recommended.

Generation Z shouldn't take Hybrid Work for granted. Conversely, they should show proactiveness and the right attitude to demonstrate that they deserve such a good policy and trust from the organizations.

5. Dissertation Structure

The dissertation is organized as follows: an introduction, followed by five chapters, and a conclusion. The rationale for the study is presented in the introduction, which is followed by the research questions and objectives. A summary of the research process, methods, findings, and contributions is also included in the introduction.

In the first chapter, the author conducted an overview of Hybrid Work and its evolution, Performance and its determinants (Communication, Job Security and Job Satisfaction). The impact of the three mentioned performance determinants, were also discussed based on past research, grounded on Theory of Performance, Social Exchange Theory, and Person Environment FIT Theory.

In Chapter 2, the author described the Generation Z in general and in Vietnam in particular. After reviewing the related theories (Performance, Social Exchange and PE Fit). The author explains his approach on how to get to the hypothesis based on the literature review. A theoretical framework is proposed at the end of the chapter.

In Chapter 3, the author describes the research process from research design to data collection. The research methodology implemented for this dissertation is mix methods with multilevel approach. Subsequently, the outcome data analysis is presented. Cronbach Alfa, Correlation Matrix, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were implemented to evaluate measurement scales. Regression analysis is provided in the latter section of this chapter.

Chapter 4 discusses the results of the study where Hybrid Work was found to have positive impact on Performance. This relationship is mediated by Communication, Job Satisfaction (conditionally) and Job Security. Gender was identified as a moderator of the relationship between Hybrid Work and Job Satisfaction and Job Security.

In the final chapter, both theoretical and practical contributions were made. The study's limitations are also acknowledged by the author, who offers some recommendations for future research directions.

Last but not least, the conclusion summarized the major contributions of this study.

The structure of the dissertation is summarized as below:

- **Introduction**
- **Chapter 1:** Literature Review
- **Chapter 2:** Theoretical Framework

- **Chapter 3:** Research Methodology
- **Chapter 4:** Research Results
- **Chapter 5:** Discussions and Implications
- **Conclusions**

CHAPTER 1: LITERATURE REVIEW

Prior to any research implementation, it is important to understand the constructs definition to set clear boundaries for the research ideas as well as for the theoretical framework, because without a clear definition, science would be chaotic (Eagly & Chaiken, 2007). In this section, the definitions of Generation, Generation Z, Hybrid Work, Employee Performance, Performance Determinants (Communication, Job Security, and Job Satisfaction) are provided.

1.1. Review of Flexible work forms and Hybrid Work

Evolution of flexible works

Covid-19 has made businesses reevaluate the way they set up their everyday operations, particularly in the midst of a global pandemic that was affecting every country and resulting in an increased number of infected people. Due to the limited options available at the time, businesses found it difficult to safeguard their employees while maintaining efficiency, which resulted in the enactment of numerous new policies without prior precedence. These new regulations, regardless of their different names, frequently call for some degree of staff seclusion in order to prevent interpersonal contact and lower the risk of virus transmission. Work from home (WFH), for example, referred to the situation where employees could choose to carry out their daily tasks at home, is not exactly the same as Mandatory Work from home (MWFH), where working out of their home is not even an option (Kniffin et al., 2021). During the Pandemic, many organizations in the world shifted from traditional work, a typical 8:00AM to 5:00PM, 5 days a week format, to Work from home, and subsequently, Work from home to Mandatory Work from home.

At the early stage of Covid-19, Work from home and Mandatory Work from home might have been emergently implemented as a Covid-19 prevention method with an aim of isolating people to avoid infection and maintaining firms' daily activities and little attention paid to their flexibility component, involving working time and location, highly demanded by employees today, especially, by the Generation Z (Barrero et al., 2021; N. T. Nguyen, Mai, et al., 2022). In actuality, this phenomenon is not a recent development. It even emerged decades earlier, but from

a practical standpoint, it was unable to gain traction (Baker et al., 2007). Numerous relevant concepts connected to flexibility have already been discussed, examined, and even implemented. The concepts might be also interconnected and be misunderstood due to a high degree of similarity.

Telecommuting, for example, could be used interchangeably with Work from home and Teleworking. However, Telecommuting doesn't have to be done at home, as in the case of Work from home, nor does it necessarily replace a commute trip, as in the case of Teleworking. Mokhtarian (1991) considered Telecommuting as both Remote Work and Telework. Remote Work is defined as "*Work done by an individual while at a different location than the person(s) directly supervising and/or paying for it*". On the flip side, Telework, basically, is the utilization of technology, such as voicemail, internet, emails, teleconference, online meeting..., to carry out work related tasks. Remote Work and Telework are still commonly seen today due to globalization and technology development.

Another well-known concept is Flexible Work (FW), conceptualized as "*the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks*" (Hill et al., 2008). In this definition, the authors pay attention to 3 options that the employees can select. "*When*" refers to the flexibility to organize the employees' working time, or *flextime*, according to the employees' desire within a limit provided by the employers. In this situation, the employees might work 40 hours in 4 days (an average of 10 hours/day) instead of 5 days (an average of 8 hours per day) or they are allowed to choose the arrival at and leaving time from work instead of the traditional 8:00AM to 5:00PM. "*Where*", or *flexplace*, allows the workers to choose their own workplace, other than their office to accomplish their tasks. Similar to Telecommuting, the role of telecommunication is vital in this form of work. It is important to distinguish between Flextime and Flexplace because an employer could offer either or both of them as a benefit for the staff (T. D. Allen et al., 2013). For example: An employee A can work any time in a day but he/she is required to be in the office. An employee B has to work from 9:00AM to 6:00PM, but he/she is free to choose the work location. An employee C is allowed to choose

both the workplace as well as the time that he/she wants to work on the assigned tasks. The last option, as described by Hill and the team (2008), is the *duration* that the employees can be engaged in work related tasks. In this situation, employees are allowed to have a part time option or flexibility in choosing their vacation time.

As any other aspect of life, working methods also evolve. Choudhary et al., (2021) considered Work from Anywhere (WFA) as an emerging form of Remote Work. These scholars argued that while Work from home granted temporal flexibility, Work from Anywhere doesn't set a boundary to the employees in terms of geographic flexibility. In other words, the worker could freely choose their living location and do not have to stay relatively close to the office. On the other side, the employers give up authority over place and time, considered as non-pecuniary benefit, at which their staff members complete their regular work. The authors believe this transition, from Work from home to Work from Anywhere, does not inflict additional cost for activity coordination or learning and adaptation cost.

The introduction of Hybrid Works

In the Post Pandemic era, Work from home and Mandatory Work from home left our society as fast as the way they were hastily adopted. With recent high vaccination and low infection rates that many countries have achieved, the humanity once again can live a normal life. This event signals that businesses are changing work policies enacted during the Pandemic and asking employees to return to the office. Regrettably, it is not an easy task, concerning the investment made into remote work technologies, cost reduction from office rental and especially employees flexible work adaptation and desire (Fan & Moen, 2023b). On one side, companies have sent harsh messages, for instance, IBM strictly requires employees to be on-site (either in the office or at client's premise) at least 3 days per week, or, United Parcel Service announced its compulsory 5 days in the office policy right after laying off 12.000 staff. On the other side, a recent poll, conducted in August 2023 by Flexjob, showed that 63% of respondents are willing to accept pay cut in exchange for flexibility (Munk, 2024). This major confrontation has led to an increase of intention to quit of the employees (Barrero et al., 2021) who have been too used to flexibility, forcing firms to find more

balanced solutions and Hybrid Work (HW) might be one of them. Flexible work arrangements are more than just a fad, as evidenced by the fact that over 70% of US firms are now adopting hybrid work models, as per a recent Littler Mendelson PC report. This pattern establishes itself as the new normal as the pandemic recedes (Tsipursky, 2023). The negotiable social trend identified above confirms that, under Social Exchange Theory standpoint, the relationship between employers and employees is reciprocal (Mergener & Trübner, 2022).

Hybrid Work is defined as *“the combination of working in the office and working from home. The idea is to break an employee's working week into tasks, distinguishing between tasks that are typically best [done] in person, like meetings, training events, or mentoring on office days, and those that are best [done] individually, like reading, writing, or coding on home day”* (Klaser et al., 2023; T. Torre, 2022) or as *“a flexible balance, with working hours divided between a company location and elsewhere, typically a home office”* (Trevor & Holweg, 2022) or as *“For individuals, hybrid work refers to working part of the time in the office and part time from somewhere else. For organizations, hybrid can also refer to having a mix of fully on-site and fully off-site employees.”* (Teevan et al., 2022).

Unlike other flexible work formats, HW offers the employees the opportunity to work out of the office but does require their physical presence in the office on a periodical basis. Somewhere at the beginning of the Pandemic, before Work from home and the social isolation policy, HW was once used in Vietnam as a Pandemic protection work method, as reported by 38% out of a 358 companies survey (Phuong, 2021). Nonetheless, there is still no clear borderline for a specific number of days or amount of time that the employees are requested to be in the office. In fact, neither the employers nor the employees have decided on such a matter. In a study with 9.000 Americans, Gallup New Insights found that 54% percent wanted HW, 37% wanted RW exclusively. Additionally, when asked how often they would want to work on site. 24% wanted to be in the office more than 2 – 3 days/week, 37% wanted to be there less than 2-3 days/week and 38% wanted 2-3 days/week (Saad & Wigert, 2021). Vartiainen and Vanharanta

(2023), after revising 93 definitions of HW and related concepts, reported no common figure or ratio (out of office vs in office) related to this issue.

Xie and coauthors (2019) introduced 4 characteristics of Hybrid Work which are *boundarylessness*, *multitasking*, *non -work -related interruptions*, and *demand for constant learning*. *Boundarylessness* is described as the dissolution of the borders existing between the work and nonwork domain. *Multitasking* refers to the need to complete several tasks within a given amount of time and consistently give competing requests priority. *Nonwork related interruptions* are unrelated to work events that prevent the employees trying to complete their tasks. *Demand for constant learning* suggests that the employees are required to update their skills and knowledge continuously to stay abreast of the most recent advancements.

A quick recap

It is compelling that even though the previously described work methods were heard of very often during the Pandemic, they are actually not new to organizations. In fact, the American workers were allowed to request for flexible work with a purpose of work life balance under the Working Families Flexibility Act (H.R 1274) introduced in the United States Congress in Dec, 1997 and once again in March 2009 (Shockley & Allen, 2012). Work from home, for example, arose as a new trend starting from the end of the 20th century but did not receive strong support from a practical point of view (Baker et al., 2007). Essentially, all of them have an aim of adjusting either or both axes which are place and time with more emphasis given to work location during Covid-19 (Gratton, 2021). Post Pandemic wise, shifting from working from home and other working models to hybrid becomes a trend, attracting the attention of organizations and scholars around the world (Gutman et al., 2023).

To refresh our memory and help us follow the evolution of flexible work more easily, the table below lists the definitions of some popular work practices that offer flexibility to the employees.

Table 1.1. Hybrid Work and its precedents

Form of Work	Definition	Authors
Hybrid Work	“Hybrid work entails ongoing switches between interrelated traditional and non-traditional work modes in relation to modality, location, and temporality where an equal balance between working in traditional and non-traditional work modes represents the highest level of hybridity. Hybrid work can be gauged as ongoing and interrelated switches between work modes at the personal level as individual task execution or the collaborative level as participation in joint task execution.”	(Lauring & Jonasson, 2024)
	“a flexible balance, with working hours divided between a company location and elsewhere, typically a home office”	(Trevor & Holweg, 2022)
	For individuals, hybrid work refers to working part of the time in the office and part time from somewhere else. For organizations, hybrid can also refer to having a mix of fully on-site and fully off-site employees	(Teevan et al., 2022).
	“the combination of working in the office and working from home. The idea is to break an employee's working week into tasks, distinguishing between tasks that are typically best [done] in person, like meetings, training events, or mentoring on office days, and those that are best [done] individually, like reading, writing, or coding on home day”	(Klaser et al., 2023; T. Torre, 2022)

Work from home (WFH)	Employee can choose to do their work-related tasks at home	(Kniffin et al., 2021)
Mandatory Work from home (MWFH)	Employee have only one option to do their work-related tasks at home.	(Kniffin et al., 2021)
Work from anywhere (WFA)	An updated version of Flexible work. The employees are offered geographic flexibility.	(Choudhury et al., 2021)
Flexible Work (FW)	“the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks”	(Hill et al., 2008)
Telecommuting	Remote Work: “Work done by an individual while at a different location than the person(s) directly supervising and/or paying for it” “the utilization of technology, such as voicemail, internet, emails, teleconference, online meeting..., to carry out work related tasks.”	(Mokhtarian, 1991)

A quick comparison shows us that the definitions of Hybrid Work themselves coincide in the dual location model, seeking a balance between the office and another place which is neither predetermined nor compulsory. Another place, in this context, is supposed to be the flexibility granted to the employees. There are also differences from the task based point of view where the authors argue that the tasks carried out by the employees are distributed according to their ability to perform them at best (Klaser et al., 2023; T. Torre, 2022). From my point of view, such distribution requires certain level of experience, autonomy, ability to use technology as well as teamwork and communication to make it effective. To understand better the differences between various flexible work arrangements. The table below has been developed.

Table 1.2. Flexible Work – Types and characteristics (Source: Author)

Type of flexible work	Degree of flex- time	Flexplace		
		In office	Out of office	Home
Work from home/Mandatory Work from home	Average	N/A	N/A	✓
Remote Work	Average	N/A	✓	✓
Work from Anywhere	Average	✓ (Not compulsory)	✓	✓
Flexible Work	High	✓ (Not compulsory)	✓	✓
Hybrid Work	Low-Average	✓ (compulsory periodically)	✓	✓

1.2. Review of Employee Performance

Overview of performance

Nobody could ever doubt the noteworthy role that employees play in any organization, whether it is for profit or not, public or private, regardless of its industry or nationality, to assist it to achieve its goals. For any single hire for a new position, perhaps, the most important thing that comes cross a manager's mind is what this person could contribute to their firms, how consistent his/her contribution is and how it could be maximized. The Employee Performance (EP), indeed, has been a research objective of many scholars all over the world with a wide range of approaches.

While Employee has a straightforward meaning, Performance, on the other hand, a popular term for both academics and practitioners, seems to cause a lot of

confusion due to its concept is still being defined by scholars due to its complexity and case specific characteristics (Lebas, 1995). As a matter of fact, a dancer's performance is not evaluated the same way a football player's performance is. Some scientists associate performance with behaviors (L. Campbell et al., 2003), others argue that results should be taken into account as well because they are determined by behaviors during the processes the an individual is performing his/her tasks (Dugguh & Dennis, 2014). To have a better view of the concept of Performance, the table below lists several definitions that are widely recognizable from various authors.

Table 1.3. Performance Definition

#	Performance definition	Authors
1	“Performance covers an even broader term that covers both overall economic and operational aspects. It includes almost any objective of competition and manufacturing excellence whether it is related to cost, flexibility, speed, dependability or quality.”	(Tangen, 2005)
2	“Performance refers to the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders. Performance is therefore principally specified through a multidimensional set of criteria. The source of the performance is the actions of players in the business processes.”	(Krause, 2005)
3	“We believe it is sufficient to have reached a point where performance has replaced productivity and is generally accepted to cover a wide range of aspects of an organization – from the old productivity to the ability to innovate, to attract the best employees, to maintain an	(Andersen & Fagerhaug, 2002)

	environmentally sound outfit, or to conduct business in an ethical manner.”	
4	“The level to which a goal is attained”	(Dwight, 1999)
5	“Performance is a complex interrelationship between seven categories: effectiveness, efficiency, quality, productivity, quality of work life, innovation, and profitability/budget-ability.”	(Rolstadås, 1998)
6	“Performance is about deploying and managing well the components of the causal model that leads to the timely attainment of stated objectives within constraints specific to the firm and to the situation.”	(Lebas, 1995)
7	“Observable things people do that are suitable for the organization’s goals.”	(J. P. Campbell, 1990)
8	“Performance is the time test of any strategy.”	(Venkatraman & Ramanujam, 1986)

Employee Performance has long gone beyond a mere periodic valuation of the job description of the employees by their managers or the HR Department. Performance theorists consider EP multidimensional and cannot be labelled with one single outcome (J. P. Campbell, 1990).

According to Robbins & Judge (2017), contemporaneous scholars consider EP as a combination of 3 types of behaviors which are (1) Task performance which is the execution of tasks and obligations that support the creation of a good or service or administrative duties. These entail the majority of the duties included in a typical job description; (2) Citizenship, or contextual performance (Borman & Motowidlo, 1993), which is acting in a way that improves the psychological climate of the workplace, such as by supporting organizational goals, showing respect to coworkers, offering constructive criticism, and speaking positively about the workplace; (3) Counterproductivity which includes behaviors that actively harms the firm, such as stealing, destroying company property, being combative with coworkers, and taking

unplanned absences (Koopmans et al., 2013). Based on the above definition, a good performance would include the first two categories while the third one should not have any or have a low contribution to the total performance. In the same train of thought, Koopsman and colleagues (2013) measured EP from a 3 dimension perspectives which are Task Performance (TP), Contextual Performance (CP) and Counterproductive Work Behavior (CWB). In a much simpler way, Pradhan & Jena (2017) described EP as a person's accomplishments at work after making the necessary effort, which is linked to having meaningful employment, an engaged profile, and kind coworkers and employers nearby. Jiang and his coauthors (2020) offers a outcome oriented viewpoint where EP is associated with the delivery of high quality service for the consumers and at the same time maximizing profitability for the firms.

Some other authors have challenged the definition of EP where employees' ethical behavior, not only in the private firms but also public organizations, seems to be out of its coverage (Brewer, 2008) or effective communication and interaction of the stakeholders such as the employers or customers could also play an important role of EP improvement (Kalogiannidis, 2020; Vuong & Nguyen, 2022).

EP could be viewed often as a substitution for some other terms such as *Productivity*, *Profitability*, *Efficiency*, *Effectiveness*, they are used interchangeably while they do not exactly mean the same. Fortunately, previous studies (Rolstadås, 1998; Tangen, 2005) have already assisted us in solving this conundrum by probing deeply into their distinctions. *Productivity* is a multidimensional concept and could be used with different meanings depending on the context. However, generally speaking, productivity has a strong link with a firm's resources, its availability as well as value creation out of the said resources. *Profitability*, on the other hand, could be referred to as the ratio between revenue and cost. The remaining two terms, efficiency and effectiveness themselves deserve a clear borderline in between in the wake of both are commonly used in conjunction with one another or even as synonyms in several contexts. Tangen (2005) described *Efficiency* as the ratio of the minimum amount of resources that are theoretically needed to carry out the desired activities in a particular system to the amount of resources that are actually consumed.

Effectiveness, on the flip side, is difficult to quantify and frequently has an impact on how value is created for the clients and mostly affects the numerator (outputs) of the productivity ratio.

According to Diamantidis & Chatzoglou, (2019), employee performance are affected by (1) Firm/Environment-related factors (management support, training culture, organizational climate, environmental dynamism), (2) job related factors (job environment, job communication, job autonomy) and (3) employee related factors (proactivity, adaptability, intrinsic motivation, commitment, skill level).

Measuring performance

Measuring EP is a fascinating subject that has drawn the curiosity of academics all around the world. If firms are not able to measure performance, then it is likely that they cannot be managed well. In 2017, Pradhan and Jena (2017) developed the Triarchy Model of Employee Performance where EP could be measured by Adaptive Performance (AP), Contextual Performance (CP) and Task Performance (TP). The Triarchy Model, validated with reference to the Indian manufacturing and service industries, could be potential used in the area of Organizational Behavior (OB) and HRM research and practices.

By implementing Roles and Identity Theory, Welbourne and his coauthors (Welbourne et al., 1998) examined EP, using a Role Based Performance Scale (RBPS) through five separate roles that an employee could play in the organizations. The 5 are (1) Jobs where the employees would show their abilities to solve problems that are directly related to the job description, (2) Organizations to measure whether they would role their sleeves to act beyond their responsibilities for the goods of the firms, (3) Career refers to how they acquire the skills that are necessary for climbing the corporate ladders, (4) Team illustrates how a worker collaborates with the other team members toward the firm's growth and (5) Innovator mentions about the creativity of an employee to improve the effectiveness of his/her job as well as the firm as a whole. The RBPS, a simple but user-friendly set of questionnaires, offers a unique diagnostic ability as compared to the other performance measurement tool.

For instance, it is able to detect the relationship between gainsharing satisfaction and job performance while the other traditional methods might not be able to do so.

In practice, EP catches special attention from managers with an objective of monitoring the behaviors, identifying the strengths, weaknesses as well as the contribution of the firms' workforce and from then, identify solutions for improvements. One of the most well-known ways to measure EP adopted by organizations is conducting periodic appraisals with the employees. This process could be done in various ways such as rating scales, peer rating, ranking and also could involve feedback from others. The 360 degree feedback could bring to the table the most comprehensive EP snapshot where the employees will get the opinions from the people with whom they frequently interact with in business (Vuong & Nguyen, 2022). Roberts (2003), recommended participatory performance appraisal which could help ensure a fairer and more ethical employee performance evaluation. In fact, EP management is an essential task for a business to outperform its competitors by filling up the gap between what goals a firm is pursuing and what its employees know, are able to deliver or lack of to help the firms achieve said goals (Deb, 2009).

1.3. Some determinants of Performance

Employee performance is a multidimensional outcome affected by both individual and organizational factors. According to the Theory of Performance (Elger, 2007), performance is shaped by six determinants: level of identity, level of skills, level of knowledge, context of performance, personal factors, and fixed factors. In the case of Generation Z employees, several of these determinants are particularly relevant. Their strong preference for flexibility reflects the *level of identity* component (N. T. Nguyen, Mai, et al., 2022). Their native technological proficiency aligns with the *level of skills* required to perform effectively in hybrid work (Chang & Chang, 2023). The *level of knowledge* determinant is not emphasized here, as employees are assumed to possess the necessary competencies to carry out their daily tasks. The *context of performance* is represented by the hybrid work arrangement itself, while the *fixed factors* correspond to the generational characteristics of Gen Z. Finally, *personal factors*, operationalized in this research as Job Security and Job Satisfaction,

are included because the author hypothesizes that, within the hybrid work context, these factors may exert a more positive influence on performance compared to the COVID-19 period.

Elger's Theory of Performance (2007) however, doesn't include Communication which is one of the important factors under Campbell's Performance framework (J. P. Campbell & Wiernik, 2015). Communication plays a critical role in organizations, especially in Hybrid Work where employees communicate physically and digitally. That's why, in this research, communication is also considered as a determinant of Performance.

To better understand the mechanisms through which Hybrid Work influences Employee Performance, it is essential to examine key intermediate factors that may shape this relationship. Drawing on the preceding discussion, communication, job security, and job satisfaction are identified as key constructs and are incorporated into this study as potential mediating variables that explain how and why Hybrid Work affects Employee Performance.

1.3.1. Communication:

Communication refers to *"a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior"* (Merriam-Webster, 2024), *"social interaction through messages"* (Fiske, 1990) or *"the human language used to transmit information"* (Beattie & Ellis, 2017). It is actually difficult not to communicate since *"Silence speaks more than a thousand words"* as an old saying stated, reminding us of the two forms of communication which is verbal and non-verbal including attractiveness, body adornment, body movement, clothing, eye messages, facial expressions, manners, paralanguage, smell, space and distance, touch, time (Phutela, 2015). Communication plays an irreplaceable role in our life. In a professional context, it is *"an instrument that leaders use to direct activities to the others"* (Hellriegel & Slocum, 2003) and a social glue that hold the whole firm together.

In the literature of Organizational Communication, External and Internal Communication are two of the fundamental forms of communication that occur in business organizations. External Communication is the exchange of ideas and

information between the organization and external stakeholders while internal communication occurs within the organization itself, among its members (Tankosic et al., 2017). Internal communication in this case is also categorized into three forms, Horizontal Communication (HC), Downward Communication (DC) and Upward Communication (UC). HC refers to the sharing of information or ideas across the same level or departmental unit in an organization. DC indicates the flow of information from supervisors to various subordinates within an organization as opposed to UC with a reverse flow of information (Kalogiannidis, 2020). Because Generation Z is still relatively new to the workforce and therefore unlikely to have subordinates, this study focuses on internal communication with DC omitted.

1.3.2. Job Security

The Pandemic, a major disaster that we have witnessed for the last 3 years, has interrupted our life, damaged the economy resulting in many negative consequences. One of them is the threat of losing jobs. Job Security (JS) is defined as *a continuous employment offered to an employee by the employer via a contract signed legally, or as an expectation of an individual to be employed stably by an organization*, as opposed to job insecurity which is *the inability to uphold the current position being threatened by a replacement or laid off* (Hur, 2022; C. Lu et al., 2017) and different from Job Loss which refers to the situation where a worker loses his/her involuntarily regardless of his/her desire (Curral, 2014).

A high level of Job Security was proved to be associated with a stable performance of the employees, although this bond discontinues from a mid and long term point of view (Bentolila & Bertola, 1990), as well as employee retention (Aman-Ullah et al., 2022). JS became quite a hot topic during the Pandemic, in a period of time that workers suffered job loss or a high degree of job insecurity regardless of the introduction of WFH and MWFH as a method for protection. It would be fascinating to understand the impact of JS on Employee Performance when the new work method, HW, is introduced to the market.

1.3.3. Job Satisfaction:

Defined as “... a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976), or “a positive or negative evaluation one makes about one's job or job situation” (Weiss & Merlo, 2015), Job Satisfaction (JSAT) is widely regarded to by both researchers and practitioners as one of the most popular topics of research in the area of Organizational Behavior (Spector, 1997). Organizations care about JSAT as they want to retain and reward talents who play a decisive role for organizational growth and competitiveness, some others study this matter with an aim of labor turnover reduction.

JSAT could be viewed as an employee’s attitude, the feeling toward a certain job, or more profoundly, not only the nature of the job but what the employee could actually enjoy out of it, for example, fringe benefits, communication, promotion opportunities, pay, coworkers...as described by Spector (1997), JSAT is “*how people feel about the job and different aspects about the job*”.

Job Satisfaction can be measured by instruments classified into two categories: overall satisfaction and specific job facets. The overall satisfaction refers to a situation where a worker likes or dislikes the job. Researchers have uncovered that little attention is paid to job facets if a worker is highly satisfied with his job. In a reverse situation, when the level of job satisfaction is low then workers will be more critical with different facets of a job (Savickas, 2004).

Understanding job satisfaction and its impact on employee performance is always important, especially in a fast changing environment context such as the current situation when we are experiencing another transformation of work method, from work from home and/or traditional work to hybrid work.

1.4. Review of the direct impact of Hybrid Work (HW) on Employee Performance (EP)

As described above, Telecommuting is not static, it has walked through an evolutionary pathway, transmuting from one form to another. The change became more abrupt recently with the intervention of Covid-19.

The Pandemic

It is quite certain that the most popular remote work method that we have witnessed and experienced from the start of this decade is Work from home (WFH), and its sibling, Mandatory Work from home (MWFH). Both drew a lot of attention as they were considered as the only way to relatively escape the Pandemic safely, although not applicable for everyone. A study based on job descriptions has shown that the number of job that can be done at home can range from as low as 37% in the US to 56% in Germany (Kawaguchi & Motegi, 2021). Meanwhile, in the Western European country just mentioned, Alipour and colleagues (2021) confirmed that the above figure are jobs located in cities and industries with a higher rate of digitalization.

Over this time, a number of investigations were carried out, and various controversial results were reached by investigators. Through consultation with 60 employees of Regional Financial and Asset Management Agency, Bondowoso Regency, Indonesia, Work from home was proved to have positive impact on EP (Ekasari et al., 2022). Likewise, Susilo (2020) surveyed 330 Work from home employees and revealed that this working method improved the performance of the workers. Correspondingly, in Vietnam, with a sample size of 325 contributions, conducted in Ho Chi Minh City during the social isolation period, Bui (2021) came to the conclusions where Work from home had a positive impact on work-family balance, job satisfaction (JS) and job performance (JP). Interestingly, the author raised concern about communication through which firms should avoid sending controversial messages causing fear to the employees. Good communication also helps employees to have a better work-family balance. According to Bui (2021), his research was the first to study Employee Performance while working from home in Vietnam, similar project is recommended with a bigger sample size and in other cities.

In contrast to the conclusions drawn by the above mentioned scientists, Prodanova & Kocarev (2021) analyzed Work from home from an Information and Communication Technology (ICT) approach, counting on the surveys collected from 363 Work from home employees. Their research conclusions uncovered the negative interruption of technology, namely ICT anxiety, mobile device addiction and new technology adaptation, on the remote workers' performance. In Jakarta, Indonesia,

Wolor and colleagues (2021) conducted an online survey with 105 respondents and confirmed that Work from home did not have a directly impact on EP but rather on Work Discipline which, in turn, had effect on the latter. Likewise, Russo et al., (2024) reported no significant impact on remote workers' productivity in a 2 year longitudinal research, with data collected 6 times from 483 software engineers, four month each, ranging from April 2020 til April 2022. Other scholars also have found the down size of WFH with negative impact on collaborative creativity of the employees (Jarvenpaa & Välikangas, 2020), job satisfaction (Irawanto et al., 2021) and job performance (Golden et al., 2008).

Post Pandemic

As the Pandemic came at ease, organizations see themselves at a crossroad, or requesting the employees to come back to the office as in the Pre-Pandemic era, or offer other working format such as Work from Anywhere or Hybrid Work so that the employees still can have certain level of flexibility. Apparently, these two routes might have different meanings to and impact on any workers. The United States Patent and Trade Mark Office (USPTO) implemented a program where employees' work method was emerged from Work from home (WFH) to Work from anywhere (WFA), as a result of a negotiation between the managers and employees. Choudhury et al., (2021) studied this transition, by conducting 53 interviews with 48 managers, and reported a 4.4% increase in output of the employees involved in the change. Since Work from anywhere allows the employees to flexibly choose where they live, the research also uncovered that cost of living and quality of life play an important role for their living location decision. The group of authors argued that as compared to Work from home, Work from anywhere offers similar benefits plus geographic flexibility, a uniqueness that has an effect on employees' productivity.

Fan and Moen (2023) conducted a 4 wave survey analysis during 2021 and 2022 with around 7.000 participants, combined with collecting qualitative data by sending open ended questions to 231 workers who have experienced Remote Work sometimes after Covid-19. The duo saw evidence of efficiency, autonomy and mood improvement, although, the positive impact of flex work is more limited in the case

of employees with intensive family care responsibilities. Such situation increases their job demands and role conflict. This research focused mainly on a comparison of the effect of the workplace on job conditions of remote workers versus non-remote workers rather than on a specific type of flexible work.

In Nigeria, Naqshbandi et al., (2024) studied the impact of Hybrid Workplace Model, a combination of telework and flexible work, on job performance under intervention of work engagement. The African scholars collected data from 277 employees working in several Nigerian universities. In this research, the authors revealed the positive impact of Flexible Work on Employee Performance while Work Engagement significantly moderates said relationship. On the other hand, telework was found with a low impact on Employee Performance. It is important to note that Hybrid Workplace Model, according to Naqshbandi et al., (2024), relies on two main components which is telework, workers allowed to choose where to carry out their tasks, and flexible work, workers allowed to choose when to carry out their tasks. In this concept, it is not compulsory for the employees to be present in the office which is different from Hybrid Work where the employees are allowed to flexibly choose their working location but they cannot opt out working in the office periodically (Klaser et al., 2023; Teevan et al., 2022; T. Torre, 2022; Trevor & Holweg, 2022).

To the knowledge of the author of this dissertation, Hybrid Work is still a new area to explore, especially in developing countries like Vietnam where very limited studies on this subject matter have been published. Mai & Ta (2022) emailed questionnaires to 355 Hybrid Workers from 122 mid-size companies in Hanoi, and 67 mid-size companies in Ho Chi Minh City. The authors received 243 valid responses (68,45%) and pointed out some key changes. When compared with Work from home, Hybrid Work has a lower impact on Work Family Conflict as in the case of middle and top managers of the firm. Loneliness was a major dilemma during Covid-19 during lockdown and Work from home period, as already revealed previously (Killgore et al., 2020), but is significantly reduced in the implementation of HW. Besides, Communication is still a challenge for Hybrid Work due to unwillingness of the Hybrid Workers, technological knowledge and infrastructure.

In summary, given that Work from home was deployed during a highly special context—the Pandemic—its influence on performance appears to be contentious. As a novel work method, HW still needs more investigation to fully understand.

1.5. Review of the mediating role of Communication, Job Security, and Job Satisfaction in the relationship between Hybrid Work and Employee Performance

1.5.1. The effect of Hybrid Work (HW) on Employee Performance (EP) through Communication (CO)

In business, or any other social activities, communication plays such an important role. It unites the firm, makes the team understand each other, helps convey the message to the clients... Workers are dissatisfied with poor communication (Billah et al., 2021). Kalogiannidis (2020) pointed out that communication, including all of its three forms, upward, downward and horizontal communication, has a positive impact on EP due to the fact that knowledge, skills, experience and ideas were shared among the staff. In a similar study, except for the Upward Communication variable that was eliminated due to invalid data, HC and DC was similarly found with positive impact on EP (Hee et al., 2019). During Work from home period, the quality of communication was already proven related to performance and burnout (Shockley et al., 2021). Other researchers argued that one of the major challenges in remote work is ineffective communication (B. Wang et al., 2021)

That link, though, has a direct impact. Since there will be fewer in-person meetings between a remote worker and his/her coworkers, effective communication will be essential in this new environment where employees are permitted greater flexibility in their work activities. One of the interesting facts that should be explored further could be how communication mediates the relationship between this new work method and performance.

In an attempt to explore the role of communication as mediator and moderator, as part of Phase II, National Administrative Studies Project (NASP – II), Garnett et al., (2008) obtained valid surveys from 274 participants, a 53% response rate.

Communication in this research has 5 dimensions which are Task Instructions, Strategic Direction, Feedback, Upward and Lateral. The authors revealed that none of the above 5, at the same time, plays the mediating and moderating role on the link between Organizational culture and Organizational Performance. However, Task Instructions, Feedback and Upward Communication were confirmed to have a mediating effect. Analyzing the moderating role of communication, in this study, the dependent variable, Organizational Culture, is reflected by two types, mission-oriented culture and rule-oriented culture. The findings illustrate a different moderating effect of communication. In mission-oriented culture, excellent communication decreases the probability of achieving medium performance and increases the probability of achieving excellent performance. In rule-oriented culture, it is exactly the opposite where excellent communication decreases the probability of achieving excellent performance and increases the probability of achieving medium performance. In short, communication has a mediating effect on the impact of mission-oriented culture and performance and moderating effect on rule-oriented culture and performance. Garnett et al., (2008) concluded that, a highly effective communication will lead to a better organizational performance, in case of mission-oriented culture rather than rule-oriented culture. For the former, the likelihood of excellent performance will be 23% higher in the situation where task-oriented communication, feedback and upward communication are enhanced.

Work from home or any other related format would not be able to be implemented without technology. Indeed, Industry 4.0 is all about connectivity, communication and data and has been a facilitator for information sharing and communicating activities between firms' internal and external stakeholders. With a relatively small sample size of 106, obtained from a service firm which implemented Work from home in India, Narayanamurthy & Tortorella (2021) examined the moderating role of Industry 4.0 Based Technologies on Work Implications of Covid-19 Outbreak versus Employee Performance. Industry 4.0 Based Technologies consists of 4 components which are Big Data, Internet of Things (IoT), Cloud Computing and Analytics. Work Implications of Covid-19 Outbreak has three

dimensions which are Home Office Work Environment, Virtual Connectedness and Job Insecurity, whereas, Employee Performance has Output Quality and Output delivery. The findings revealed that (i) the relationship between Home Office Work Environment Attitude and EP is negatively moderated (2) the relationship between virtual connectedness and output quality is positively moderated and (3) the relationship between job insecurity and output quality is negatively moderated by Industry 4.0 based technologies.

Communication was also revealed to mediate the impact of self-leadership on nurses' performance (Yu & Ko, 2017) in a flexible work context, remote work on isolation (Van Zoonen & Sivunen, 2021) a predictor of performance. Nonetheless, to the author's knowledge, no study on the mediating impact of Communication on Hybrid Work and Performance yet is conducted yet, especially for Generation Z in Vietnam. HW possesses unique characteristics allowing both face to face and online communication to occur periodically which is crucial to avoid a reduction in staff connectedness, a problem occurred during Work from home (Kaufman & Taniguchi, 2021). Research on HW is still in its infancy, it is worthwhile to invest time and energy in doing research on how communication affects the connection between employee performance and hybrid work. Especially, in this context, HW could enhance communication by combining face-to-face interaction and digital collaboration, which in turn supports higher performance when communication quality is effectively leveraged.

1.5.2. The effect of Hybrid Work (HW) on Employee Performance (EP) through Job Security (JS)

The World Economic Forum (Richter, 2021) reported that 114 million people lost their jobs as a result of the pandemic and lockdown. The quantity of working hours lost in 2020 compared to the pre-Covid-19 period equates to 255 million full-time jobs or \$3.7 trillion in lost employment income. Brynjolfsson et al., (2020) discovered that 10.1% of respondents to a poll with over 50,000 participants experienced furloughs or layoffs in the same time frame. The situation in Vietnam did not appear much better. According to data from the Ministry of Labor, War

Invalids and Social Affairs and the Department of Employment, 12.8 million workers were affected; of these, 34.1% were placed on furlough, 66.4% had their salary reduced, and 4.4% lost their employment (Phan, 2021). The above figures frightened many workers. Perhaps, in no other time, human beings experienced such a fear of losing job. According to Nappo et al., (2023), job insecurity is strongly associated with household economic condition, number of Work from home workers in a household, temporary job and working for private sector. None of the mentioned was uncommon during the Pandemic. In such an uncertain environment during Covid-19, Job Security suddenly becomes a dream of many people and a debatable subject for policy makers and scientists.

Despite of the fact that many organizations implemented Work from home with an intention to reduce the possibility of virus spread and safeguard workers' job security (Brynjolfsson et al., 2020), in contrast, through research, scientists do not see the same phenomenon. Studying a group of Work from home employees, Kaufman & Taniguchi (2021) revealed a reduction in JS and connectedness to colleagues. Although the productivity of these workers was reported to be 7% higher than that of their counterparts who were carrying out their daily tasks traditionally, no relationship between JS and Performance was stated in this research. However, in a situation where Job Security is low, previous studies already showed that the employees often experience stress (Curral, 2014) and depression (Chapman et al., 2020) which, even at a modest degree, will cause loss in productivity (Beck et al., 2011).

During the 3rd Quarter of 2020, in the United States, George et al., (2022) examined 278 surveys collected from individuals who had been transitioned from traditional work to Work from home and/or HW. JS was reported higher than average and the reason might have been the fact that their jobs are locationally transferable, the authors explained. Additionally, JS is also reported with no relation to changes in Productivity of the respondents participated in this study. In the case of high Job Security, which increases preference to remote work (Jones et al., 2023), other researchers have revealed that it coincides with low level of depression, representing

a negative correlation, and high level of cognitive function (Chapman et al., 2020). In a reverse situation, a low cognitive function has been proven to impact negatively on both Task Performance and Contextual Performance (Lemonaki et al., 2021) and a high depression reduces workers' Task Performance (Aguilar-Quintana et al., 2021). Charkhabi et al., (2024) reviewed four major databases (ScienceDirect, PubMed, SpringerLink, and Google Scholar) covering studies published between 2008 and 2018, and found that job insecurity, the inverse of job security, frequently acts as a mediating variable that negatively affects productivity. These findings raise important questions about how Hybrid Work may shape employees' perceptions of job security and, in turn, influence their performance, issues that warrant further investigation to develop a deeper and more nuanced understanding. From my perspective, in a hybrid work context, Generation Z employees' technological competence and the perception of hybrid work as a stable, long-term policy can enhance their sense of job security. This increased job security reduces uncertainty and supports greater work focus, suggesting its mediating role between hybrid work and employee performance.

1.5.3. The effect of Hybrid Work (HW) on Employee Performance (EP) through Job Satisfaction (JSAT)

Cause of Job Satisfaction could be a big question for both researchers and practitioners. It is not easy to determine if a worker is satisfied with his job because of the job characteristics (intrinsically), because of his/her own mind (subjectively), or deriving from the daily interaction with the work environment (Locke, 1969).

The recent Pandemic witnessed the change in all of the three factors mentioned. The job characteristics weren't the same. We were allowed and also forced to work from home for a long period of time. No more office gossiping in the Pantry and way a lot more tech involved activities for virtual communication. It was nearly impossible to work with a peaceful mind with the number of infected cases including deaths raising in the whole planet, suffering techno-stressors, work-family conflict and behavioral stress (Molino et al., 2020; Spagnoli et al., 2020), loneliness (Q. Wang & Huang, 2021), depression and anxiety (Choi et al., 2020). Moreover,

interaction with work environment was also shifted online if there was any at all. In this Work from home context, Ipsen et al., (2022) surveyed 1016 Danish middle and top managers. The study uncovered that 67% of them weren't satisfied as their job as distant managers became more demanding, time-consuming and demotivating. Nevertheless, their job satisfaction could be improved with effective organizational support. Despite the low level of motivation and preference of working in the office, 67% of the participants showed willingness to continue as distant managers after the Pandemic. Another research conducted with the 340 Iranian participants revealed that through the mediation of job satisfaction, social isolation, remote work stress and fear of Covid-19 have a negative impact on performance (Khorakian et al., 2024).

The above research was strongly attached to the Pandemic, a long period of time with a lot of negativities. Fortunately, we no longer have to fear Covid-19, Mandatory Work from home and social isolation are now part of history. HW, a new journey for workers, once again is challenging all three factors according to Locke's concern on the causes of satisfaction (1969), and might have a different impact as it offers the employees more flexibility and autonomy which are highly requested for by the Generation Z (N. T. Nguyen, Mai, et al., 2022).

1.6. The moderating role of Genders

Work from home during Covid-19 was viewed as the light at the end the tunnel for organizations when they were found in between a rock and a hard place. This policy solved or partly solved organizational problems but, at the same time, dragged remote workers into work and family conflict. Taking care of their children, for example, who also were forced to study at home, was inevitable for them. Some studies during that period of time took a deep look to analyze the effect of genders and found that generally women's workload increased more than that of men, due to housework and job requirements. In households where both partners work from home, the wife does more housework and the childcare duty is split more evenly between the two of them (Del Boca et al., 2020). These findings are supported by research conduct before the Pandemic. As compared to men whose time distribution when Work from home did not vary much, women, in contrast, dedicated

meaningfully more time to domestic work and childcare activities and less time to work related matters (Powell & Craig, 2015).

In order to examine the moderator role of Genders on the relationship of Work from home and Productivity, Farooq & Sultana (2022), conducted a two steps survey in National Capital Region and Punjab State of India. The first step was a pilot test with 50 participants and in the 2nd step, they obtained 250 valid samples out of 300, an 83.3% response rate. The authors revealed a negative impact from Work from home on productivity and concluded face to face supervision as a possible cause of such negativity. Managers were also recommended trusting their employees more, especially the new remote workers, as Farooq & Sultana believed (2022), a higher level of productivity could be expected. The moderating role of genders, in this study, illustrates in a sense that productivity of female employees is more affected than that of male employees. The reason drawn on this phenomenon is similar to the previously mentioned conclusions (Del Boca et al., 2020; Powell & Craig, 2015).

In an examination of the impact of Authentic Leadership on Performance, mediated by PsyCap (Psychological Capital), Daraba et al., (2021) surveyed 150 participants who work for Minister of Home Affairs, Indonesia, via either email or social network platform. The response rate was 77% or 116 valid answers, 52% from male workers and 64% from female workers. The study confirmed the mediating effect of PsyCap on the relationship of Authentic Leadership and Performance. The findings also uncovered that gender moderates the indirect impact of Authentic Leadership, via PsyCap on Performance as in the case of female workers, unlike their counterparts, while working from home, rely on leaders' authenticity and support as a source to balance their psychological states.

Other studies have revealed the moderator role of Gender in flexible work arrangement. Berger Ploszaj et al., (2025) uncovers that Latina women, although favoring the integration of family and work responsibilities but tend to fail to manage family versus work conflicts as opposed to men. Similarly, Z. Lu & Zhuang (2023) reported that women tend to show less interest in teleworking because it is associated with lower job satisfaction and reduced enjoyment, largely due to increased multitasking demands arising from

concurrent professional and domestic responsibilities. In contrast, a study conducted in Quebec, Canada (Klarsfeld et al., 2024), revealed that men experience higher stress levels during remote work compared to women because they are more sensitive toward maintaining the link with their firms and the availability of organization support, which negatively affects their performance.

The studies above reveal that genders do not experience flexible work in the same way and there are limited studies on Hybrid Work, a new work method. There is a clear need for research that investigates the moderating role of gender in the relationship between hybrid work arrangements and key organizational and personal factors such as communication and job security, and job satisfaction.

1.7. Research Gap

The literature review reveals that work methods are evolving and at this moment with Hybrid Work emerging as the latest arrangement. However, its adoption has also introduced growing tensions between the employers and the employees. While existing studies have explored various aspects of flexible work arrangements, little is known about Hybrid Work, its impact on some performance determinants (such as, communication, job satisfaction, job security...) and employee performance, especially in an emerging economy such as Vietnam.

Another unexplored area is the dynamic interplay between firms' expectation and Generation Z's particular characteristics such as digital native, highly value flexibility, autonomy and work life balance (Chang & Chang, 2023; N. T. Nguyen, Mai, et al., 2022). As firms continue to thrive in this rapidly growing economy, technological changes with a lot of macroeconomic uncertainty, understanding this Generation becomes very critical for effective HR policies designing which could be a great help with talent recruitment and retention.

Addressing these research gaps requires a more granular approach, one that integrates existing theories like Theory of Performance, Social Exchange Theory, and PE Fit Theory with contemporary empirical data. Such an approach would help us understand how Hybrid Work arrangement influences the performance of the young employees, their communication, job satisfaction and job security.

SUMMARY OF CHAPTER 1

In this chapter, the author provided an overview of flexible work arrangements, Hybrid Work, and some determinants of Employee Performance, emphasizing on Communication, Job Security and Job Satisfaction.

The evolution of flexible work was also examined with the objective of distinguishing Hybrid Work from other telecommuting methods which might cause confusion. This revision demonstrates that Hybrid Work, replacing WFH and MWFH, is a relatively new arrangement where there is no clear border of the number of days working out of the office versus in office. Regardless, HW has become an attractive work method for both employers and employees for various reasons.

A large part of this chapter is dedicated to the literature review in which previous related publications were examined to highlight the impact of HW on EP, the mediator role of CO, JS and JSAT as well as the moderator role of Gender. The review enlightened the research gap which is the basis for this dissertation's hypotheses. Limited studies have simultaneously examined the effect of Hybrid Work on performance through multiple mediators while also accounting for gender differences, especially among Generation Z workers in an emerging economy. This gap provides the foundation for the research model and hypotheses developed in the subsequent chapter.

CHAPTER 2: THEORETICAL FRAMEWORK

2.1. Generations and Generation Z

2.1.1. Generations

A generation can be defined as the entire group of individuals born and living during the same time period (Seemiller & Grace, 2017). Therefore, generations are commonly distinguished by scientists by a range of time, usually from 14 to 20 years, in which members of each generation are born. This also helps scientists to correctly identify their research objects and thereby carry out research projects effectively, avoiding overlapping with previous generations. Below is a typical example of the generations born in the 20th century.

Table 2.1. Generation birth year range

G.I	1901–1924
Silent	1925 – 1945
Baby Boomer	1946 – 1964
X	1964 – 1980
Y hay Millennial	1981 – 1995
Z	1995 – 2010

(Seemiller & Grace, 2017)

Scholars can differ slightly in their opinions regarding the birth year range of a generation, but not significantly, depending on the arguments made. These arguments are typically based on the political, economic, social, and technological context that can be associated with major events like the US 9/11 incident (Seemiller & Grace, 2017) or breakthrough technological developments (D. Michael, 2019). Essentially, significant events that happen in society influence and shape the characteristics of each generation. According to Francis & Hoefel (2018), the age boundaries of generations born from World War II until recently are as follows:

Table 2.2. Generation birth year range

Baby boomer	1940 – 1959
X	1960 – 1979
Y hay Millennial	1980 – 1994
Z	1995 – 2010

(Francis & Hoefel, 2018)

Debating where the boundaries of each generation lie is not the goal of this dissertation. On the contrary, the author will conduct a research on Generation Z, based on the age range that Pew Research Center has given as the individuals born between 1997 and 2012 (D. Michael, 2019) due to the similarity in perspective between generation Z being born and raised in conditions of rapid technological development which is a decisive factor facilitating Hybrid Work (HW), a new trend being adopted by organizations in the Post Pandemic era.

Table 2.3. Generation birth year range

Silent	1928 – 1945
Baby Boomer	1946 – 1964
X	1965 – 1980
Y hay Millennial	1981 – 1996
Z	1997 – 2012

(D. Michael, 2019)

2.1.2. Generation Z

Just through normal observations, we can see that, generations show differences in personality, behavior, characteristics and attitude. These differences derive from major events that have happened or have taken place around them (Schroth, 2019). The Silent Generation witnessed World War 2 since their early childhood, the Baby Boomer was born right after this bloody conflict ended. Generation X started to know about the existence of computers while Generation Y grew up in the explosion of the Internet. The Generation Z has been just too familiar with the rapid development of

technology, social networks and globalization (D. Michael, 2019) but also witnessed severe economic recession along with high unemployment rates (Turner, 2015). Therefore, each generation has been assigned a number of outstanding characteristics such as Generation X being very independent and skeptical, Generation Y being optimistic and caring about themselves, Generation Z being creative, open, eager to learn (Seemiller & Grace, 2019) and digital natives (Lanier, 2017; Turner, 2015). Certainly, a closer examination will reveal studies from several perspectives, giving us a more comprehensive understanding of each group of generation. The author has listed some remarkable traits of Generation Z below.

Diversity

Diversity here can be understood from many perspectives, including ethnicity, religion and gender. According to research by Seemiller & Grace (2019) in the United States, 49% of Gen Z participants rated their ethnicity as non-white, marking the biggest milestone ever for a multi-racial generation residing in this country. In another Australian study, 91% of adolescents thought that having people of different religions made Australia a better place to live (Halafoff et al., 2020). A report by J. Walter Thompson Intelligence (2015) showed that 82% of participants believe that gender is no longer a factor to evaluate a person as strongly as before and they are open to gender transformation or third gender. The aforementioned research contributes to our understanding of the diversity within generation Z and their acceptance of differences. These trends are also a result of globalization, with technological advancements fostering better cross-cultural encounters.

Digital Native

Many academics from all over the world concur that this is a trait of generation Z. Apparently, this cohort has been exposed to the rapid advancement of technology from birth, in contrast to earlier generations. When we examine the period between 1997 and 2013, the birth years of generation Z, we see that their upbringing coincided with the release of numerous well-known digital products that are still in use today, such as Google (founded in 1998), Facebook (2004), YouTube (2005), and the iPhone 1 (2007). Unlike generations X and Y who have to learn how to use technology,

children of this Generation Z, tend to spend more time online on average than other generations (Twenge, 2023), can watch YouTube from a smartphone while still in their crib, and can be proficient in many popular technological devices (Chang & Chang, 2023; Chillakuri & Mahanandia, 2018).

In the book "Gen Z, Explained: The Art of Living in a Digital Age", Katz and colleagues (2022) argue that digital technology, including their constraints, limitations and advantages, has completely changed the lives of generation Z together with their habits, behaviors, and communication both online and offline, in which social networks are used as a means to express their own identity, collective spirit, and sense of solidarity (Stahl & Literat, 2023). However, in addition to making them more tech conscious, being aware of virtual life has also caused them to focus more on it than on regular social contacts, a phenomenon that could be observed easily and particularly during the Covid-19 period. Some scientists considered that this propensity had undesirable consequences for Generation Z, whose social skills need to be improved (Priporas et al., 2017; Tang et al., 2020).

Striving for a better Planet

Despite being born in a rather harsh context, witnessing wars, economic recession, geopolitical crises... generation Z does not appear negative or inconsiderate of life (Seemiller & Grace, 2019). Conversely, showing a pro-environmental behavior (Juma-Michilena et al., 2024), they express care, regard the Earth as a shared home, and willingness to join hands to make it a better, a more sustainable place. Nguyen et al., (2022) pointed out that the Vietnamese Generation Z especially value CSR activities, especially environment related. In a study conducted in Portugal, this generation showed an acceptance of paying a higher price for green products (Gomes et al., 2023). Trinh & Nguyen (2023) also discovered similar behavior in Vietnam. Meanwhile, their peers in India demonstrate love and respect for the natural environment through their responsible travel behaviors (Mandić et al., 2023).

The table below summarizes recent publications on Generation Z globally. with keywords such as *Gen Z*, *Gen Zers*, *Generation Z* were used to search for related

publications in Google Scholar, Sage Publication, Science Direct and Springer Nature.

Table 2.4. Published research on Generation Z

#	Article's name	Research focus	Journals	Author(s)
1	Green innovative work behaviour model on generation z employees in the manufacturing industry: An empirical evidence from Indonesia	Green innovative work behavior	Sustainable Futures	(Widyanty et al., 2025)
2	Factors affecting the turnover intention of newly graduated Generation Z nurses in Korea: multilevel analysis	Turnover Intention, Work environment	Human Resources for Health	(Lee & Shin, 2025)
3	Integrating Employee Engagement Practices with Corporate Social Responsibility: A Special Focus on Generation Z	CSR, Employee Engagement	Resurgence and Sustainable Development of Asian Markets in the New Normal (Book)	(Shastri & Saha, 2025)
4	The effects of communication competence, meaning of work, and work-life balance on turnover intention in Generation	Work-life balance, Turnover Intention	Applied Nursing Research	(K.-Y. Jeong et al., 2025)

	Z nurses in South Korea: A cross-sectional study			
5	Sustaining talent: a social exchange perspective on the Generation Z workforce	Compensation systems, work policies, leadership and communication	Development and Learning in Organizations: An International Journal	(Chaudhry, 2024)
6	Generation Y, Generation Z and Their Perception of Work Life	Work expectation, Autonomy, Freedom	Digital Economy and Green Growth (Book Series)	(Dindar Tıraş & Güzel Özbek, 2024)
7	Motivations and expectations of generation Z nursing students: A post-pandemic career choice qualitative analysis	Career choice, motivation, expectation	Journal of Professional Nursing	(Sillero Sillero et al., 2023)
8	Career aspirations of generation Z: a systematic literature review Available to Purchase	Career Development, Career Aspiration	European Journal of Training and Development	(Barhate & Dirani, 2021)
9	Reasons Behind Generation Z Nursing Students' Intentions to Leave their Profession:	Turnover Intention, Clinical experience	The Journal of Health Care Organization, Provision, and Financing	(Jaseon Kim et al., 2021)

	A Cross-Sectional Study	satisfaction, commitment		
10	Generation Z Perceptions of a Positive Workplace Environment	Workplace environment, Career Advancement, Ethical standard	Employee Responsibilities and Rights Journal	(Leslie et al., 2021)
11	Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: a conceptual framework	Employee Development, Organizational Performance	Benchmarking: An International Journal	(Jayathilake et al., 2021)
12	Job perceptions of Generation Z hotel employees towards working in Covid-19 quarantine hotels: the role of meaningful work	Job Perception, Work environment, Motivation	International Journal of Contemporary Hospitality Management	(Goh & Baum, 2021)
13	Generation Z entering the workforce: the need for sustainable strategies in maximizing their talent	Talent retention, Talent attraction	Human Resource Management International Digest	(Chillakuri & Mahanandia, 2018)

2.1.3. Generation Z in Vietnam

Perhaps no other Vietnamese generations have witnessed the country's outstanding economic growth rate, 7.09% in 2024 (VnEconomy, 2025), like the

Generation Z, along with a robust trend in international integration and technological development. According to data from the General Statistics Office (2023), Vietnam's population in 2022 is 99,474.42 people, about to reach 100 million people, meanwhile, a recent report by PWC (2019) estimated that the number of generation Z population was approximately 13 million members.

With limited reliable source that could provide an updated number of the population of Generation of Vietnam, based on the figures provided by the General Statistics Office of Vietnam and PWC report, the number of Gen Z in Vietnam, Gen Z in Hanoi and Gen Z in HCM City was estimated proportionally (according to the current population number of the two cities and their respective growth rate) as below. The number of generation Z population in Hanoi is about 1.13 million and Ho Chi Minh City is about 1.26 million. Both figures presented account for approximately 18% of the country's generation Z population.

Table 2.5. Vietnamese Gen Z population data and estimation

	2019	2020	2021	2022	Source
Total population of Vietnam	96,484,000	97,582,690	98,506,193	99,474,420	(General Statistics Office, 2023)
Gen Z in Vietnam	13,000,000	13,148,035	13,272,465	13,402,921	(PWC, 2019) and Author's estimation
Population of Hanoi	8,093,900	8,246,540	8,330,834	8,435,650	(General Statistics Office, 2023)
Gen Z in Hanoi	1,090,551	1,111,117	1,122,475	1,136,597	(PWC, 2019) and Author's estimation

Population of HCM City	9,038,600	9,227,600	9,166,840	9,389,720	(General Statistics Office, 2023)
Gen Z in HCM City	1,217,837	1,243,303	1,235,116	1,265,146	(PWC, 2019) and Author's estimation

In the same report, PWC (2019) also projected that, by 2025, the Vietnamese Gen Zers could represent 1/3 of the population of the South East Asia nation, a number of great importance for the national workforce. Unfortunately, the number of high-quality research, referring to those published on the WOS/Scopus list, about Vietnam's generation Z is still rare and significantly not commensurate with the importance of their indispensable role in society, especially in the context that local and FDI enterprises are facing countless of human resources challenges. When searching for scientific articles on Google Scholar, Sage Publication, Science Direct and Springer Nature with keywords such as *Gen Z in Vietnam*, *Gen Zers in Vietnam*, *Vietnamese Gen Z*, *Vietnamese Gen Zers*, *Generation Z of Vietnam*, the number of articles found is still limited, especially in the area of Human Resources Management, Organizational Behavior, calling for more effort from scholars so that we can have a deeper knowledge of this group of individuals. In the table below, only 8 articles were found in the previously mentioned indexes.

Table 2.6. Published research on Vietnamese Generation Z

#	Article's name	Research focus	Journals	Author(s)
1	Determinants influencing job-hopping behavior and turnover intention: An investigation among Gen Z in the marketing field	Turnover intention, Affective Commitment	Asia Pacific Management Review	(T.-T. Tran et al., 2025)

2	Exploring Job Satisfaction among Generation Z Employees: A Study in the SMEs of the Mekong Delta, Vietnam	Job Satisfaction, Employee Engagement, Employee Performance	Journal of Chinese Human Resources Management	(H. M. N. Tran et al., 2024)
3	Factors affecting GEN Z's intention to leave jobs in Vietnam	Intention to leave, Job Turnover	International Journal of Management and Sustainability	(Giang et al., 2024)
4	Study of factors influencing the organizational commitment of Generation Z working in the IT sector of Vietnam	Organizational Commitment	Journal of Infrastructure, Policy and Development	(T. N. Nguyen et al., 2024)
5	Antecedents of turnover intention among Gen z in Vietnam: The mediating role of affective commitment	Turnover Intention, Affective Commitment	Cogent Business & Management	(Anh Do et al., 2023)
6	Generation Z job seekers in Vietnam: CSR-based employer attractiveness and job pursuit intention	Organization Attractiveness and Job Pursuit Intention	Asia Pacific Business Review	(N. T. Nguyen, Rowley, et al., 2022)
7	Generation Z job seekers' expectations and their job pursuit	Job seekers' expectation and	International Journal of Engineering	(N. T. Nguyen,

	intention: Evidence from transition and emerging economy	Job pursuit intention	Business Management	Mai, et al., 2022)
8	Generation Z job seekers in Vietnam: CSR-based employer attractiveness and job pursuit intention	Organizational Attractiveness, Job Pursuit Intention	Asia Pacific Business Review	(N. T. Nguyen, Rowley, et al., 2022)

Although the number of research works on generation Z is still not abundant, a quick comparison (table 1.4 vs table 1.6) between research on Gen Z of Vietnam and on Gen Z globally shows similar characteristics such as intention to protect the environment (P. M. Nguyen & Vo, 2023; Widyanty et al., 2025), corporate social responsibility (N. T. Nguyen, Rowley, et al., 2022; Shastri & Saha, 2025), digital native (Chang & Chang, 2023; Chillakuri & Mahanandia, 2018; Trinh & Nguyen, 2023; Vo et al., 2023). They also value work life balance, flexibility and autonomy at work (Dindar Tıraş & Güzel Özbek, 2024; K.-Y. Jeong et al., 2025; N. T. Nguyen, Mai, et al., 2022) which could be highly suitable for hybrid work arrangement. The Vietnamese Generation Z will start to occupy significant roles in regional, national, and worldwide companies in a matter of years. Further investigation is required to gain a more profound understanding of this Generation.

2.2. Applicable theory

2.2.1. Theory of Performance

At the beginning of the 21st century, Don Elger (2007) developed his Theory of Performance. He defined Performance as “*to take a complex series of actions that integrate skills and knowledge to produce a valuable result*” and argued that the level of performance of an individual is a journey which means that it could be improved along the way. A good example could be a lawyer who is able to conduct legal research faster and more in-depth. To increase the level of performance, an individual

can count on 6 factors which are context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors as described below.

Table 2.7. Performance factors (Elger, 2007)

#	Factors	Description
1	Level of Identity	“As individuals mature in a discipline, they take on the shared identity of the professional community while elevating their own uniqueness. As an organization matures, it develops its mission, its way of doing business, and its uniqueness.”
2	Levels of Skills	“Skills describe specific actions that are used by individuals, groups, or organizations in multiple types of performances.”
3	Level of Knowledge	“Knowledge involves facts, information, concepts, theories, or principles acquired by a person or group through experience or education.”
4	Context of Performance	“This component includes variables associated with the situation that the individual or organization performs in.”
5	Personal Factors	“This component includes variables associated with the personal situation of an individual.”
6	Fixed Factors	“This component includes variables unique to an individual that cannot be altered”

The above 6 factors are different than the 8 basic substantive factors of individual performance by J. P. Campbell & Wiernik (2015) which include technical performance; communication, initiative, persistence and effort; Counter Productive Behavior; Supervisory, managerial, executive (i.e., hierarchical) leadership; Hierarchical management performance; Peer/team member leadership performance; Peer/team member management performance.

The Theory of Performance (Elger, 2007) is suitable for this research because the Generation Z is unique as compared to the other generations. Their preference on flexibility (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022) could be identified with Organizations hybrid work policy (Level of Identity). Their tech capabilities (Chang & Chang, 2023) facilitate their daily performance especially communicating in remote working mode (Level of skills, Context of Performance, Level of Knowledge). The study focuses on Gen Z and Hybrid Work which are fixed factors. Whereas, job security and job satisfaction are personal factors because the former refer to the perception (Probst, 2003) and latter refers to an emotional state (Locke, 1969) of an individual.

2.2.2. Social Exchange Theory (SET)

2.2.2.1. SET's definitions and elements

In social sciences, Social Exchange Theory (SET) is widely regarded as one of the important theories for social interaction with the involvement of at least two Parties, either individuals and/or institutions (Cropanzano & Mitchell, 2005). According to Homans (1961), SET is defined as *“the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons”*. In this instance, the cost is seen as opportunities that the parties concerned have forfeited. Having a slightly different viewpoint, Blau (2017; 1964) contrasted social exchange from economic exchange with an argument that the former *“involves the principle that one person does another a favor, and while there is a general expectation of some future return, its exact nature is definitely not stipulated in advance”*.

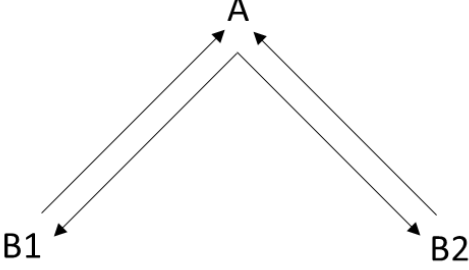
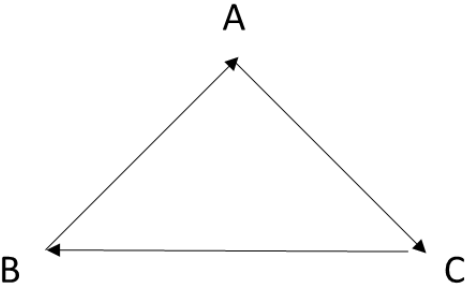
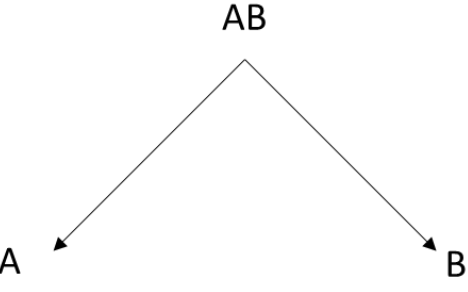
Let's take a look at an example to have a deeper understanding of SET from the point of view of these two authors. Let's say if company A decides to grant its employees the right to do Hybrid Work. Under Blau's (2017; 1964) point of view, company A might only expect a higher level of commitment, work outcome but the expectation is not specifically described or even announced. On the other hand, under Homans' (1961), company A might want the employees to accept certain condition

such as a higher work outcome, or lower benefits, in return. In this scenario, quantifiable conditions might be on the table for the employees to decide. It is noteworthy to point out that, in the example, *commitment* and *reciprocity* are clearly seen. There are two more important elements of SET which are *trust* and *power* which should be evaluated as well. According to Benitez et al., (2022), the definition of *trust* is the expectation held by one actor of another that they would carry out their activities fairly and accurately for the benefit of both parties without requiring supervision; it is implied by *commitment* that performers are dedicated to the relationship's duration and will carry out their responsibilities accordingly. *Reciprocity* simply means that the relationship between the actors is bidirectional as clearly explained in the example above. *Power* describes how players' relative dependence on one another to carry out the main project and how this could affect choices and actions. To have a broader understanding of power, the main project could be implemented by company A and its employees, or company A with company B, or company A with Government C. The dependence level between Parties determines the frequency and equality of the exchange. A higher level of dependence implies that Parties would exchange more often and an imbalanced dependence level will lead to an unequal deal where the more powerful Party would receive a bigger piece of the pie at a lower cost (Emerson, 1972; Molm, 2014).

2.2.2.2. *Type of exchange*

Molm (2014) broadened SET by examining the number of actors involved in the exchange itself. In her argument, an exchange with only two parties (A and B) is just the simplest form which is called a Direct Exchange. On top of that, there are also Indirect Exchange and Productive Exchange.

Table 2.8. Type of exchange

Type of Exchange	Description	
Direct Exchange		
Indirect or Generalized Exchange		
Productive Exchange		

(Molm, 2014)

In Direct Exchange, the two Parties mutually benefits from each other as the result of their exchange activities. For instance, in the workplace, an employee A and an employee B help each other to carry out their daily activities more effectively. A might request B to meet a client and in return B might help A to convince the Boss to do something. In Direct Exchange, the A – B relationship isn't the only one, A can provide his/her support to a number of his/her colleagues (B1,B2,B3...) and receive the same from his/her counterparts.

Indirect Exchange describes a different scenario where benefits are not given directly but circularly. For instance, in a company XYZ, this reciprocal relationship could happen between 3 managers, A, B and C. So A, the marketing manager, introduces a reputable and promising client to B who is the sales manager. In other occasion, B recommends a few potential candidates to the HR Manager, C, to help fill up urgently the vacant positions in the organization. At last, C, in his/her busy interviewing schedule, prioritizes a junior employee slot for A. As we can see, the favor isn't returned directly by the beneficiary but from a third Party. Indirect Exchange can happen circularly with more actors involved as it could extend to D, E...

Productive Exchange is an entirely different tale. It requires the contribution of all actors involved. Let's just use the previous example of company XYZ. Manager A and Manager B join hands to run several sales & marketing campaigns in the first two quarters of the year in order to meet their KPIs. Similarly, in the academic world, a few scientists collaborate for publication. It is interesting to note that Blau's (2017; 1964) SET definition is not applicable here because the future return is generally discussed and negotiated since the beginning. Once more, Productive Exchange doesn't have a limit on the number of Parties involved.

2.2.2.3. *Exchange resources:*

We have discussed about types of exchange, exchange parties and the 4 elements of SET and haven't talked about what is exchanged, which is equally important. The transaction will only happen if the Parties involved are satisfied with the expected exchange outcomes. Foa and Foa (1980) categorized exchange resources into 6 types. The 6, *love, status, information, money, goods and services*, are organized into a *particularism* and *concreteness* matrix. *Particularism* determines the value of the resource based on where it comes from. Love, for instance, has a high degree of particularism as contrast to money. *Concreteness* refers to specific or tangible resources. Services and goods for instance are more concrete than status and information. Regardless, resource exchange usually occurs interpersonally and distinctively. For example, one could purchase some goods or render some services

from a counterpart with monetary payment but the same transaction wouldn't work for love and status (Cropanzano & Mitchell, 2005).

The reciprocal relationship in the workplace has been extensively explained by SET, particularly during the Pandemic with the unanticipated deployment of WFH during a time when many doubts were voiced about trust, commitment, and performance. In the post-pandemic setting, this dissertation will employ SET to investigate how HW affects EP.

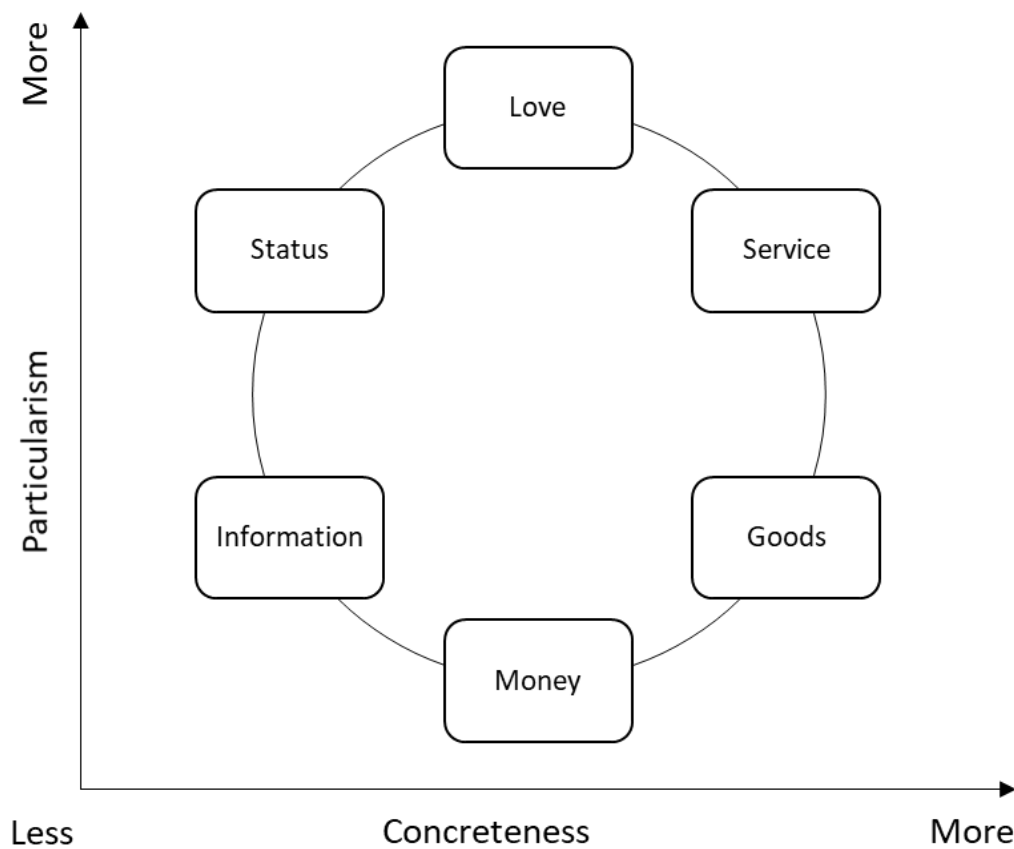


Figure 2.1. Type of exchange resources
(Foa & Foa, 1980)

Exchange Theory is suitable for this dissertation to explain a reciprocal relationship between the Gen Z employees and the employers. One Party has a desire to have more flexibility and autonomy in their daily working activities while the other Party has the authority and, possibly, willingness, to grant them, in exchange for a better work outcomes.

2.2.3. Person – Environment Fit Theory

The argument around this theory usually focuses on an improvement of performance when individuals can find an environment that aligns to their strengths or preferences (Kristof, 1996). However, it is also important to understand more deeply about “fit” which could be viewed under two different perspectives.

The first one is “*needs – supply*” vs “*demands – abilities*” (Edwards, 1991). “*Needs – supply*” should be analyzed from the employee’s viewpoint whereas their needs or preferences could be fulfilled by the employers. For example: Mia, who can speak Japanese decently, would like to work in a Japan so she can improve her language skill and Company XYZ assigns her to work in the office based in Kyoto, Japan. Conversely, “*demands – abilities*” describe a situation where the employees are capable of matching with the demands that the firms are requesting for (Kristof, 1996). For example: Company XYZ is looking for a staff who can speak Japanese to work in Kyoto and Mia is the right candidate.

The second one is *Supplementary* vs *Complementary* (Muchinsky & Monahan, 1987). *Supplementary* refers to a degree of similarity between individuals in an environment whereas *Complementary* enhances an environment by adding something that said environment lacks. In the case of Mia, the fit could be considered *supplementary* because in the Kyoto office, everybody speaks Japanese or *complementary* from the firm’s viewpoint that Mia was identified as the missing piece of the puzzle.

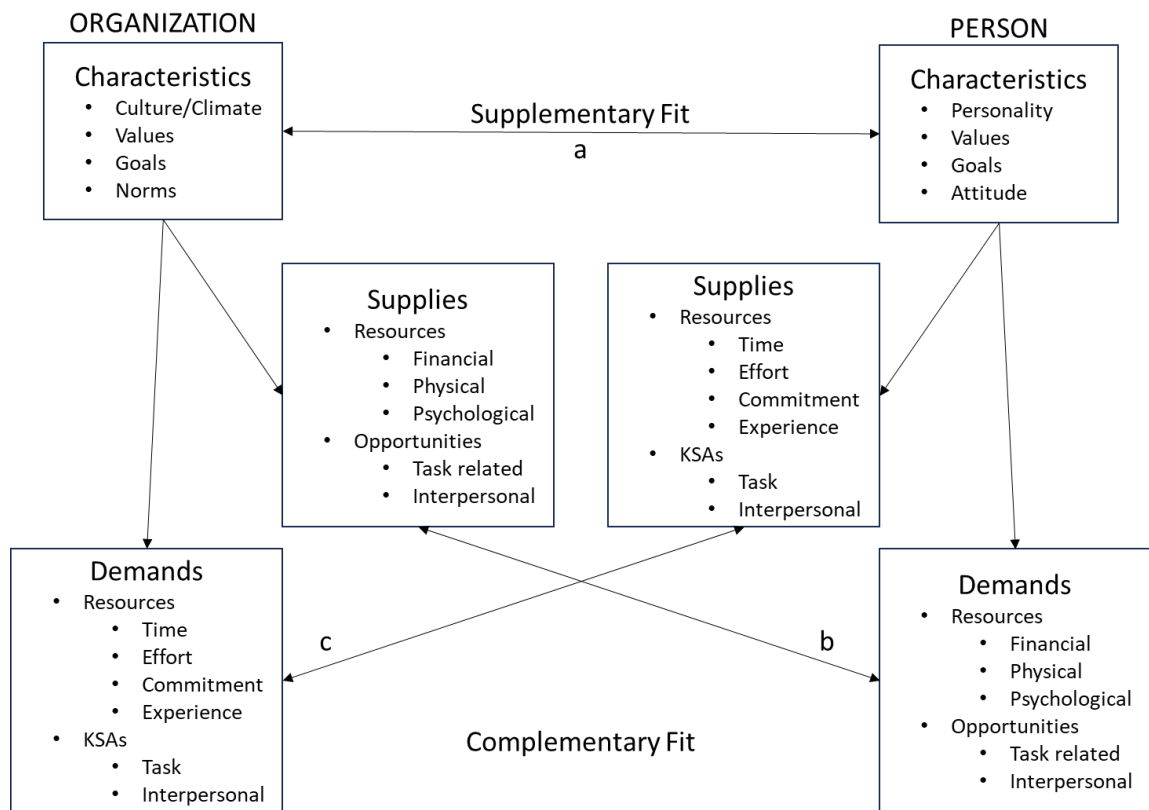


Figure 2.2. Various Conceptualizations of PE Fit
(Kristof, 1996)

According to Kristof (1996), PE FIT has some other few forms which are Person – Vocation Fit, Person – Group Fit, Person Job Fit, Person – Organization Fit which is defined as “*the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both*”.

Since generations share similar attitudes and characteristics, (Gabriellova & Buchko, 2021), PE Fit theory is congruent for this research to explain why Generation Z would be highly attracted to a Hybrid Work environment and subsequently achieve a higher level of performance.

2.3 Hypotheses development and research model

Even though businesses would like their employees to return to the workplace. Data has shown that workers want to be able to continue having flexibility during part or all of their working hours, as reflected by Jones et al., (2023), 99% voted in

favor of HW in a sample collected in Canada, by Chow et al., (2022), 90% in Australia, by Ipsen et al., (2022) 67% in Denmark, and by George et al., (2022), 61% in the United States and by the Ministry of Science and Technology, (2022), 68% in Vietnam. In some specific scenarios, workers believe HW will be a norm such as the software industry (Russo et al., 2024).

The shift of work method, from Work from home to Hybrid Work, on one hand, helps balance the demands of both parties. The employers who want to run their firms as pre-Covid era and the employees who desire to have a certain level of autonomy and flexibility. On the other hand, this trend raises a big question on the impact of such work method on the outcomes for all related stakeholders such as HR Managers, Directors and CEOs. This question, at the same time, reveals a research gap for HR scholars as previous empirical research findings shows little consistency in the relationship between HW, EP and Job Security (Aguilar-Quintana et al., 2021).

Earlier research, both internationally and locally, has demonstrated that Generation Z, in general, hope for more flexibility and autonomy which are the main features of Hybrid Work. In fact, according to Chillakuri & Mahanandia (2018), the Gen Zers believe that it is mandatory that organizations integrate the mentioned features into their daily activities and this decision would lead to higher productivity. The implementation of Hybrid Work implies that their desire is fulfilled, and in exchange, this would lead to better performance under Social Exchange Theory viewpoint.

Nevertheless, being new members to the labor force, and also pointed out earlier in this dissertation, locally limited research on this Generation have been conducted and no research on their job performance in the context of Hybrid Work was found in the literature review, revealing a new gap for investigation. Given this new context of performance in which hybrid work and flexible work model were found to generally strengthen productivity (Maity & Lee, 2025) the first hypothesis proposed is as below.

Hypothesis 1: Hybrid Work has a positive impact on Employee Performance of the Generation Z.

As discussed above, various performance determinants have been concluded to have different impacts on Work from home workers' performance. Nevertheless, HW provides workers with a different working environment that Work from home couldn't. Work from home forces workers to physically disconnect from their office and peers in a long period of time which could last for months and even lowered the connectedness between them (Kaufman & Taniguchi, 2021) as we experienced not too long ago.

Conversely, Hybrid Work facilitates constant shift from digital and face to face communication combining the advantages of both methods. In this setting, in-office days provide opportunities for colleagues to strengthen their relationships through face-to-face interactions, ensuring that communication remains intact. Such in-person interactions are crucial for reinforcing team "trust," which can be established virtually but remains fragile when built exclusively online (Jarvenpaa & Leidner, 1999). Face to face communication provides the richest medium because individuals can receive immediate feedback, use body language, voice tone to express their ideas effectively (Daft & Lengel, 1986).

On the other hand, digital communication offers distinct advantages. It provides written records that enhance clarity, minimize misunderstandings, and allow information to reach wider audiences (Van Zoonen & Sivunen, 2021). Digital channels also support the use of collaboration platforms such as Microsoft Teams, Slack, and Google Workspace, which further streamline communication and coordination. Notably, Generation Z exhibits strong proficiency with these digital tools and platforms, enabling them to communicate more efficiently and effectively, an advantage that distinguishes this cohort in contemporary work environments.

From the theoretical point of view, effective communication, in turn, is recognized as a key factor in driving performance improvement (J. P. Campbell & Wiernik, 2015; Elger, 2007). Effective communication between one individual and the rest of time would enhance his/her performance. Therefore:

Hypothesis 2: Hybrid Work has a positive impact on Communication of the Generation Z

Hypothesis 3: Communication mediates the impact of Hybrid Work on Employee Performance of the Generation Z

As explored earlier, Work from home represented threats for workers' Job Security (Brynjolfsson et al., 2020; Nappo et al., 2023), a predictor for Job Performance. This method was widely used in the Pandemic as a solution to navigate in the dark where uncertainty was a major dilemma for all actors, from government, organizations to employees. In the current brighter macro environment situation where workers are allowed to come back to their office, yet they still want to remain flexible (N. T. Nguyen, Mai, et al., 2022), nonetheless, we still have little knowledge of how Job Security could influence the relationship between HW and EP. Although defined as “an expectation of an individual to be employed stably by an organization” (Hur, 2022; C. Lu et al., 2017), Job Security was not even taken into consideration as evidence shows how determined workers are to put their salary and positions on the table to negotiate for flexibility (Barrero et al., 2021; Munk, 2024). However, in the case of HW, with flexibility integrated, workers' perception of Job Security is strengthened because trade off won't be viewed necessary anymore. On top of that, as a digital native generation, Generation Z also feels more confident and secure with their job because technology required for telework represents no threat for them. Under PE – Fit theory, it is considered a fit with the work environment because there is a match between *demands- abilities* (Kristof, 1996). Within the framework of Social Exchange Theory (SET), the implementation of hybrid work signals that employers trust their employees (Benitez et al., 2022; P. Blau, 2017), which in turn fosters a greater sense of security in their jobs which will reciprocally and positively impact their performance.

Additionally, as a personal factor that influences performance (Elger, 2007), a sense of job security contributes to a calm and focused mindset, enabling employees to devote greater time and effort to their tasks, which ultimately enhances performance. Hence, in this context, we hypothesize that:

Hypothesis 4: Hybrid Work has a positive impact on Job Security of Generation Z

Hypothesis 5: Job Security mediates the impact of Hybrid Work on Employee Performance of Generation Z

Although WFH workers seem not to be very satisfied with their jobs as revealed by a good deal of research as distant workers experienced burnout (Shockley et al., 2021), stress (Chapman et al., 2020; Irawanto et al., 2021) and demotivation (Ipsen et al., 2022). Nevertheless, substantial evidence indicates that employees continue to value flexibility and actively seek it particularly among Generation Z.

Hybrid work offers this flexibility more effectively than other arrangements, thereby increasing job satisfaction by aligning with their preferences and, in turn, enhancing their performance. This relationship can also be understood through the lens of PE Fit theory (Kristof, 1996) specifically the *needs vs supplies* dimension where Gen Z employees experience higher satisfaction when the work environment supplies the flexibility they strongly desire. Additionally, their native technological proficiency serves as a significant advantage in supporting remote work. Under the *demands–abilities* dimension of PE-fit, this technological capability enables them to meet the demands of hybrid work more efficiently, further reinforcing their satisfaction and performance.

Enhanced job satisfaction, an important personal factor influencing employee performance (Elger, 2007) can lead to improved performance when viewed through the lens of Social Exchange Theory (P. Blau, 2017; P. M. Blau, 1964). Hybrid workers, who value the flexibility afforded by this arrangement, are likely to reciprocate by demonstrating greater commitment and putting more effort into their work, resulting in a higher performance.

Hypothesis 6: Hybrid Work has a positive impact on Job Satisfaction of the Generation Z

Hypothesis 7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance of the Generation Z

Previous organizational behavior studies have revealed the moderating role of gender, for instance, between job insecurity and psychological well-being (Witte, 1999), employer branding and job satisfaction (Tanwar & Prasad, 2016), perceived

organizational support and two communication variables, coworker communication relationship and coworker information quality (Amason & Allen, 1997). As far as I know, studies on the moderating role of Gender in a flexible work context is limited, the literature review reveals two important points. Firstly, gender did not have the same attitude toward flexible work. Women seems to enjoy this work method less than men because they tend to pay more attention to house works (Berger Ploszaj et al., 2025; Z. Lu & Zhuang, 2023) while men might experience a higher level of stress (Klarsfeld et al., 2024). Second, little is known about the moderator role of Gender in Hybrid Work context.

Given that hybrid work integrates both online and offline modes, several uncertainties remain. For instance, it is unclear whether female employees will require the same degree of supervisory attention as they did during fully remote work. Such attention was proved to be a critical determinant of perceived job security during the COVID-19 period (Farooq & Sultana, 2022).

Similar questions arose concerning gender differences in technological proficiency and the continued influence of domestic responsibilities on work outcomes (G. La Torre et al., 2020; Vu & Yamada, 2024). Accordingly, the following hypotheses are proposed within the scope of this dissertation.

H8: Gender moderates the relationship between Hybrid Work and Communication

H9: Gender moderates the relationship between Hybrid Work and Job Security

H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction

2.4. Conceptual framework for analyzing the impact of HW on EP

With the Hypotheses developed above and grounded on Theory of Performance (Elger, 2007), Social Exchange Theory (P. Blau, 2017; P. M. Blau, 1964; Molm, 2014), PE – FIT Theory (Kristof, 1996) the conceptual model is presented as the following figure.

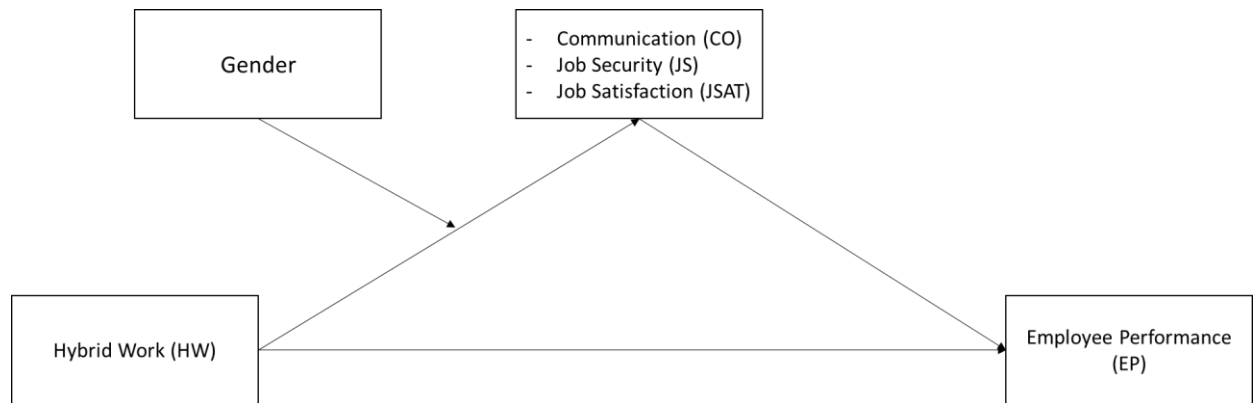


Figure 2.3. Proposed Research Model

In this model, the roles of variables are:

- Hybrid Work (HW): Independent variable (X)
- Employee Performance (EP): Dependent variable (Y)
- Communication (CO): Mediator (M1)
- Job Security (JS): Mediator (M2)
- Job Satisfaction (JSAT): Mediator (M3)
- Gender: Moderator (W)

For clarification, the next figure is a more detailed version of the conceptual framework including all the hypotheses.

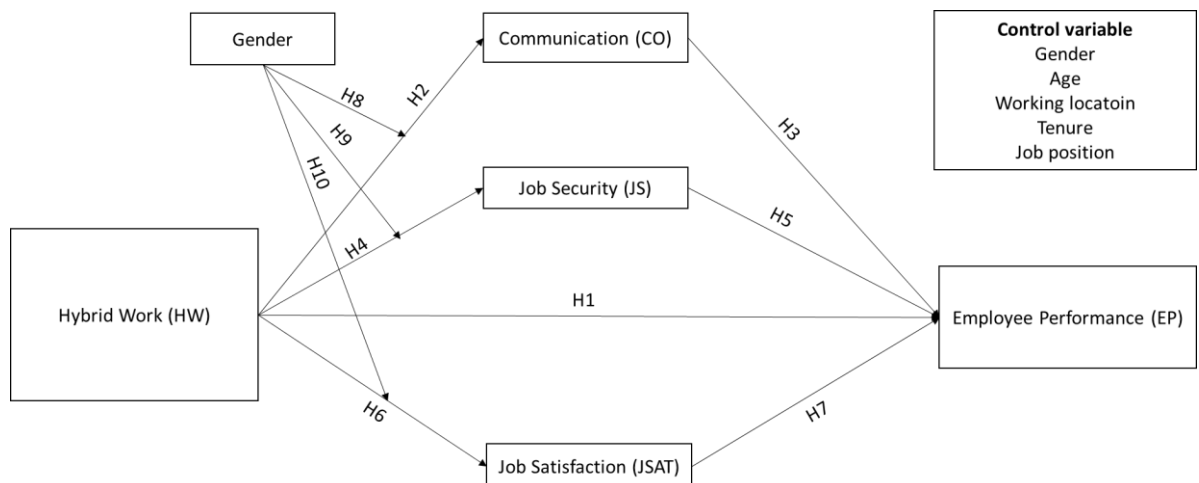


Figure 2.4. Detailed Proposed Research Model

The proposed research model (Figures 2.3 and 2.4) is grounded in three complementary theoretical perspectives. The Theory of Performance (Elger, 2007) provides the principal foundation by asserting that Employee Performance is shaped by multiple determinants as explained in Section 1.3. Social Exchange Theory (SET) (Benitez et al., 2022; P. Blau, 2017; Molm, 2014) assesses the reciprocal relationship between the employees and the employers. When organizations provide flexibility, support, or clear communication, employees reciprocate with higher trust, perceived job security, satisfaction, and performance. The mediating effects therefore reflect reciprocal exchanges between employees and employers. PE Fit Theory (Kristof, 1996; Muchinsky & Monahan, 1987) helps explain the fit of the uniqueness of the Generation Z within the Hybrid Work context.

SUMMARY OF CHAPTER 2

In this chapter, the author has clarified the definition of Generation Z, its outstanding characteristics that make them different than the others. The investigation was extended to the Generation Z of Vietnam. An estimation of the population of this Generation in the country was calculated, especially for the two biggest cities, Hanoi and Ho Chi Minh City.

Successively, the author developed and proposed hypotheses relating to the impact of Hybrid Work on Employee Performance, mediated by Communication, Job Security and Job Satisfaction. Additionally, the moderator of Age is also evaluated. The examination of these relationships is grounded on three related and well-known theories which are Theory of Performance (Elger, 2007), Social Exchange Theory (P. Blau, 2017; P. M. Blau, 1964; Homans, 1961), and Person Environment Fit Theory (Kristof, 1996).

The hypotheses lead to the construction of the conceptual framework in which the roles are clearly defined. Below is the summary of the 10 hypotheses for easy reference.

Hypothesis 1: Hybrid Work has a positive impact on Employee Performance of the Generation Z.

Hypothesis 2: Hybrid Work has a positive impact on Communication of the Generation Z

Hypothesis 3: Communication mediates the impact of Hybrid Work on Employee Performance of the Generation Z

Hypothesis 4: Hybrid Work has a positive impact on Job Security of Generation Z

Hypothesis 5: Job Security mediates the impact of Hybrid Work on Employee Performance of Generation Z

Hypothesis 6: Hybrid Work has a positive impact on Job Satisfaction of the Generation Z

Hypothesis 7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance of the Generation Z

H8: Gender moderates the relationship between Hybrid Work and Communication

H9: Gender moderates the relationship between Hybrid Work and Job Security

H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Research approach and design

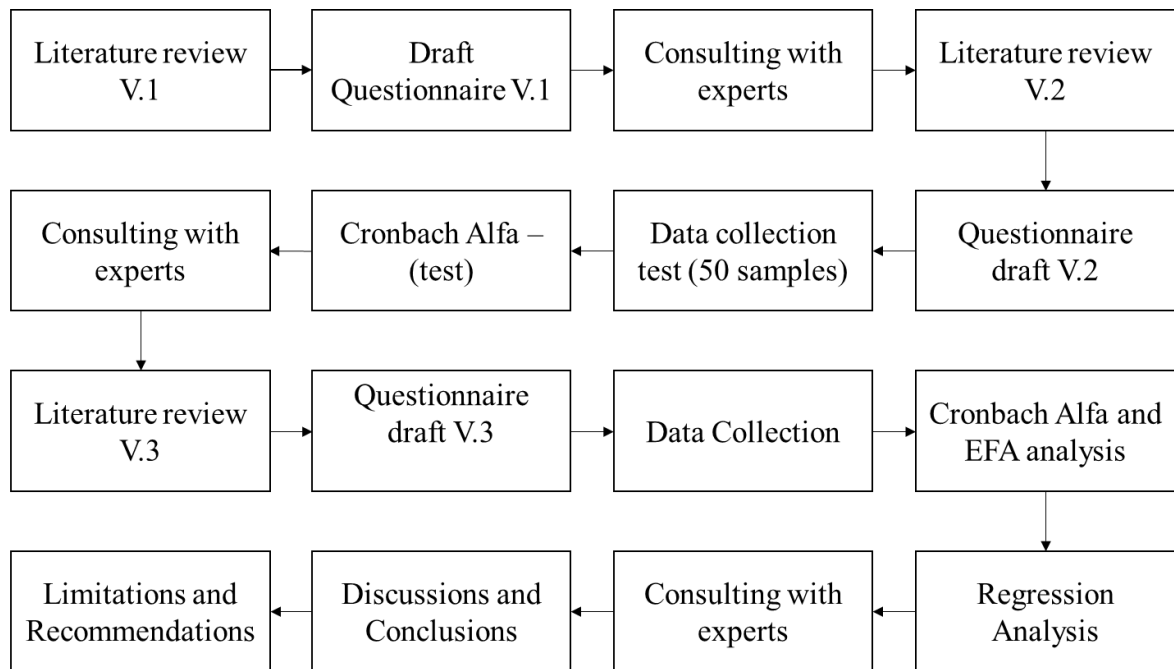
3.1.1. Research approach

This dissertation's initial research objective was to determine how Vietnamese Generation Z Employee Performance was affected by work from home policies. This working method's abrupt introduction and subsequent departure, in the author's opinion, calls for additional attention even though it has been the subject of a great lot of investigation in the last few years. Regretfully, WFH lost favor after Covid, especially in Vietnam, which rendered the data collection procedure impractical, resulting to a switch of work methods as a research objective.

The flexibility offered by employers, especially, at the beginning of the “new normal”, a term used in Vietnam to refer to the post-Covid era where organizations attempted to return to just a regular stage as before Covid-19 gradually, shed some light in the tunnel from the research objective point of view. Hybrid Work immediately becomes widely implemented all over the world as previously mentioned in this dissertation and starts to catch more interest from scholars as well and at the same time a replacement of WFH in this dissertation due to easier access to data and being a more contemporaneous issue.

3.1.2. Research design

In this dissertation, mixed methods with multilevel approach are implemented to understand the impact of HW on EP of the Generation Z of Vietnam. Two studies are implemented because the combination of the strengths of both quantitative and qualitative approach will give us a broader perspective of the subject matter (Morse, 2003) . Study 1 has a quantitative approach focusing on the Gen Z Hybrid Workers and Study 2 has a qualitative approach focusing on the management staff with a purpose of understanding more profoundly the impact of Hybrid Work. The implementation of multilevel approach provides a broader understanding of firms by uncovering the richness of social behavior from different standpoints. This approach is useful for conceptual model testing (Hitt et al., 2007). The below describes the research design process.

Study 1:**Figure 3.1. Research process**

(Designed by Author)

The first version of questionnaire was designed during the Pandemic context, where little was known about Work from home (WFH) and its related influences or about how individual, family and organizational factors would affect this work method. Some of the major gaps identified during this period of time were job satisfaction (Irawanto et al., 2021), information security (Baz et al., 2021), work from home conditions (Prodanova & Kocarev, 2021) are taken into consideration.

One of the advantages of working for a School is the frequent access to knowledge and wisdom from other experienced scholars in the field as well as business leaders who are studying at the school or within the network. With the advice given from said experts, the author realized that the questionnaires Version 1 designed were not feasible and little practical due to a very important fact which was the “new normal” as mentioned earlier in this dissertation making WFH an obsolete method. Another valuable comment given by a CEO of a medium size Vietnamese company, based in Hanoi, but with office in various countries, was that he would remove the WFH policy as soon as he could because the Vietnamese Gen Z employees loved being

autonomous and flexible but seems not to be responsible enough and he believed that a combination of Working from home and in the office would be much better and benefit both sides. This put an end to the WFH research idea.

The second attempt focused on identifying the combined working method that the CEO mentioned. Hybrid Work appeared in the literature review as a rediscovered but newly implemented working method as well as a tendency that could satisfy all stakeholders during the departure of Covid-19. This set of questionnaires (version 2) were sent to a group of Generation Z who were the students for testing purposes. The author was able to collect 50 valid answers which were used for Cronbach Alfa. This attempt didn't work out. Some Cronbach Alfa value was considerably lower than 0.7. The reason might be the small sample size collected which was not strongly criticized by the experts but the large number of items, consisting of 146 questions, in the survey was subject for streamlining. Indeed, the feedback gotten from the students were that they got exhausted and lost their concentration due to the length of the survey hence some of the questions were not answered properly as explained by Jeong et al., (2023) in a study on survey fatigue. Additionally, at this stage, under the guidance of the tutor Assoc.Prof. Nguyen Ngoc Thang, the author managed to have his first article published in a reputable journal as a cowriter (N. T. Nguyen, Mai, et al., 2022). Not only this publication enlightened the author's limited scientific research knowledge but also spotted out the gap for Generation Z, especially in Vietnam which was taken into consideration in the next step.

The final version aims at the Generation Z of Vietnam as the research object, attempting to uncover if Hybrid Work has any relationship with their performance. The research also wants to understand how some performance determinants could mediate said relationship under the moderating effect of Gender. The final version is found in Appendix I of this dissertation and consists of 36 items. This number of item is appropriate because it only takes around 12-15 minutes to fill in, improving the willingness of participants.

Study 2:

Questions for semi structured interviews were prepared in advance based on the main research objectives. This qualitative approach allows researcher have a broader exploration of the following main themes (Trochim et al., 2016): reason to implement Hybrid Work, challenges, comparison of performance of the Gen Z Hybrid Workers, their job satisfaction, job security and communication in the hybrid work arrangement.

3.2. Measurement and scale development

The set of questionnaires was designed to inherit other scholars' work. Hybrid Work, with three main dimensions which are Boundarylessness, Demand for Constant learning and Nonwork related interruptions, is measured by 9 items adopted from Xie et al.,(2019).

Performance determinents, in this research, combine 3 constructs which respectively are Communication with two dimensions, Horizontal Communication and Upward Communication, measured by 3 items each adopted from Kalogiannidis, (2020). A third dimension, Downward Communication, wasn't taken into consideration because the Generation Z is new to the labor force and do not have yet subordinates; Job Satisfaction, measured by 5 items, 4 adopted from Karatepe et al., (2006) and 1 was self-developed; and last but not least, Job Security, measured by 4 items, among which, 3 were adopted by (Kraimer et al., 2005) and 1 was self-developed. The two self-developed questions were designed and added to reflect a more contemporaneous issue which is the uncertainty in terms of Job Security caused by Work from Home during the Pandemic (Brynjolfsson et al., 2020) and whether it would happen similarly in a Hybrid Work context remains unknown.

To measure Employee Performance, the author adopted 12 items from Pradhan & Jena, (2017). These items are fairly distributed into 2 dimensions Task Performance, 6 items and Contextual Performance, 6 items. Adaptive Performance wasn't considered in this research because this set of questionnaires are meant to measure the employee's adaptability in a team which is not the objective of this

research. All of the items use Likert Scale with a range from 1 to 5 (Strongly disagree – Strongly Agree or Never – Always).

3.3 Sampling and Data Collection

3.3.1 Sample size

Study 1

Adequate sample size is important for the quality and accuracy of a research. As a matter of fact, researchers might have different viewpoints on the size of the sample. Bartlett et al., suggested (2001) that for a population of more than 10.000, with margin of error equal to 0.03 and alpha level at 0.05, the minimum sample size should be 119, if the research uses continuous data predominantly as compared to categorical data in their study. For a multiple regression analysis, the ratio of observations to independent variables should be five at minimum which is in line with Gorsuch's opinion (1983).

Having another perspective, Tabachnick & Fidell (2000) brings to the table a formula to determine how big the data set should be where m is the recommended sample size and i is the number of the independent variables.

$$m > 8 * i + 50$$

On the other hand, Hair et al., (2018) suggested a minimum sample size of 100 for a model containing five or fewer constructs and a sample size of 150 to 300 for a seven or more constructs.

The research model of this dissertation contains 6 constructs (Hybrid Work: independent variable, Employee Performance: dependent variable, Communication: mediator 1, Job Security: Mediator 2, Job Satisfaction: Mediator 3, Gender: Moderator), and 370 valid sample which is appropriate since the size surpassed the minimum requirement mentioned (J. F. Hair et al., 2018).

Study 2

In this study, the author selected the IT industry because this industry is considered the one with the greatest number of Hybrid Workers (Office for National Statistics, 2024). This fact also coincides with the descriptive analysis of this research. In table 4.1, IT has the most participants in the survey with 30.5%.

Additionally, the group of interviewees selected are homogenous in terms of industry, ethnicity, language, culture, and responsibilities. The total number of participants is 14, within the recommended range of 12 to 20 for thematic analysis, ensuring achievement of data saturation (Guest et al., 2006).

3.3.2. Data collection:

Study 1

Data collection process was conducted in the first half of 2024. This process consists of two main steps. The first step was conducted at the beginning of 2024 with a small group of 4th year students at Hanoi School of Business and Management, Vietnam National University, Hanoi with the objective of experiencing the feedback of the participants. These groups of students have already finished their 5-month internship. This is to make sure that they really have some work experience. Google forms containing questionnaires were distributed to them. Among those 57 responses received, 49 were valid representing 86% of the valid response rate. This step is considered a pilot step which serves as a foundation for the 2nd step during which the author gathered the data in a larger scale.

In the second step, questionnaires were sent out to SMEs in the Northern part and the Southern part of Vietnam via Google Forms. These are the most two populous areas of the country where most of the economic activities are concentrated. Only firms in the Accounting & Finance, Education, IT, Marketing & Communication industry were selected because they are considered among the top industries for hybrid work hiring according to Flexjob (Morgan, 2022) and the Office for National Statistics (2024).

By the end of July, 2024, the author received 837 responses, out of which 81% were statistically valid (682) close to the suggestion of the U.S. Office of Management and Budget (OMB) stating a 80% as a common acceptable rate of valid response (Wu et al., 2022). However, this research has a more specific focus which is the Generation with Hybrid Work experience. That's why responses that do not comply with age range (those do not belong to Gen Z), working status (those who are not working or haven't had any work experience), hybrid work opportunity (those

who are working traditionally), work location (not located in Hanoi and HCM City) industry (other than the 4 aforementioned) are removed, leaving a final valid response number of 370.

Study 2

In Study 2, the author interviewed 14 business leaders (from Team Leader to CEO) from 4 IT SMEs, 2 located in HCM City and 2 located in Hanoi. Prior to the interviews, the author ensured that Hybrid Work policy has been implemented in the mentioned firms. This process was conducted in the last quarter of 2025. Semi structured, face to face interviews were conducted individually with those located in the northern part of Vietnam first and subsequently, online with those in the southern part, each of which lasts from 15 to 20 minutes.

The participants were asked to share their opinions on the implementation of Hybrid Work, the performance of the Hybrid Workers as well as their communication, job satisfaction and job security. They also shed lights on the comparison between the hybrid work arrangement and traditional office work. The language used during interview was Vietnamese. Each of the interviewees was assigned with a code. The speech was recorded and translated into English. Back translated was implemented to ensure that the messages were consistent. The table below provides the list of interviewees participated.

Table 3.1. List of interviewees

#	Company	Position	Gender	Interviewee Code
1	A	CEO	Male	A1
2	A	HR Director	Female	A2
3	A	COO	Male	A3
4	B	Deputy General Director	Female	B1
5	B	HR Manager	Male	B2
6	B	IT Manager	Male	B3
7	B	Project Leader	Female	B4

8	C	CEO	Female	C1
9	C	CTO	Male	C2
10	C	HR Manager	Male	C3
11	D	COO	Male	D1
12	D	Project Manager	Male	D2
13	D	Deputy HR Manager	Female	D3
14	D	Team Leader	Female	D4

SUMMARY OF CHAPTER 3

In this Chapter, the author explains about the research approach, about how the idea of conducting a research on Work from home has shifted to HW due to the external environment. Although both work methods are considered novel in the labor market. WFH is already considered outdated as Covid-19 eased.

The research consists of two studies, Study 1 (quantitative, focusing on the Gen Z employees) and Study 2 (qualitative, focusing on the business leaders). A succinct description of the research design procedure was then given. During this process, the author created the measuring scale, tested the set of questions, and made improvements based on feedback from a variety of stakeholders, including members of the academic and business communities.

Next, the author went over the procedure for gathering data. In study 1, Data was collected digitally. The most developed cities in the Northern and Southern region of the nation, Hanoi and HCM City, provided data for this study. These two cities are considered the most suitable and could implement up to date global working practices. Many of the responses were deemed invalid due to the project's highly specific study purpose, and they were eliminated during the data processing phase of the following phase. The final dataset of 370 respondents is still considered sufficient for the research.

In study 2, the authors interviewed 14 business leaders to have a better insight into Hybrid Work and its impact on employee performance and other related factors. The participants were selected from the IT industry.

CHAPTER 4: RESEARCH RESULTS

This chapter presents a comprehensive analysis of the research findings, including comparisons with previous studies and an evaluation of the differences between hybrid and non-hybrid workers.

4.1. Descriptive Analysis

The below is the Descriptive Analysis that provides an overview of the participants in the quantitative research.

Table 4.1. Descriptive Analysis

	Items	No.	Percentage (%)
Gender	Male	147	39.7
	Female	223	60.3
Age	22 – 24	308	83.2
	25 – 27	62	16.8
Industry	Accounting & Finance	69	18.6
Industry	Education	87	23.5
	IT	113	30.5
	Marketing &	106	28.6
	Communication		
Hybrid Work	1 day	67	18.1
Frequency (days working out of the office/week)	2 days	208	56.2
	3 days	72	19.5
	4 days	23	6.2
Hybrid Work Policy	Existence of Hybrid Work Policy	142	38.4
	No Hybrid Work Policy	135	36.5
	No Hybrid Work Policy but I am allowed to do so	93	25.1

The above table shows that in a total of 370 valid responses, 147 comes from male respondents representing nearly 40% while the remaining 223 or 60% are

collected from female participants. Obviously, there figures above are unbalanced. However, it is in line with the conclusions of Porter and Whitcomb (2005) in which the female participants were found to be more active with online surveys, hence, they are more likely to complete the questionnaires.

In terms of age, taking into consideration the period of time from 1997 til 2012 as the birth years (D. Michael, 2019) of Generation Z, their respective age ranges from 12 to 27. In this context, only Gen Z with work experience is considered, that's why Age were divided into two subgroups. 22 to 24 (83.2%) are those who are considered freshmen entering to the labor force with little work experience. On the other hand, 25 to 27 (16.8%) are those who are more senior with a few years of work experience. The Age range of 12 to 21 and 28 years old and above were discarded and were not considered in this research.

As described in the data collection step, the author focused on the four industry Accounting & Finance, Education, IT and Marketing & Communication. Percentage wise, there is not so much difference between the data collected from said industries. The lowest is Accounting and Finance with 18.6% and the largest sample comes from IT with 30.5%.

With regards of hybrid working opportunities, it is important to mention that hybrid work refers to being able to work both in the office and elsewhere periodically (Teevan et al., 2022). Respondents with no opportunities to work out of the office regularly and respondents that work fully out of the office were removed from the database. The remaining could do hybrid 1 to 4 days per week. The data shows that more than a half, 56%, could do hybrid twice per week while only 6% could enjoy 4 days in the same period of time.

Curiously, slightly higher than 1/3 of the respondents' organizations have a specific Hybrid Work Policy which might be interpreted that today Vietnamese firms are paying more attention to this work method. No specific question about HW policy was asked during this research project.

4.2. Measurement Model Evaluation and correlatoin

4.2.1. Reliability Test

According to Hair Jr et al. (2021), Cronbach's Alpha should be greater than 0.7 to show reliable internal consistency of the construct's item. In constrast, Low Alpha construct could result from low number of questions, low level of interrelatedness between items and should be discarded (Tavakol & Dennick, 2011). Additionally, Corrected Item – Total correction should be > 0.3 (Nunnally & Bernstein, 1994), meaning that the items are related and are likely to measure the same construct.

With the above criteria, the measurement items are of this research are considered reliable as they are demonstrated by the value of Cronbach's Alpha falling into a range of 0.701 and 0.858. The lowest Alpha, 0.701 comes from the construct Job Security which includes a self developed item, JS4. The below table is the final reliability analysis where all Cronbach's Alpha are greater than 0.7 (for full detail analysis, Appendix II).

Table 4.2. Reliability Test

No.	Constructs	No. of Items	Cronbach's Alfa
1	Hybrid Work - Boundarylessness	3	0.845
2	Hybrid Work - Demand for constant learning	3	0.801
3	Hybrid Work - Non work-related interruptions	3	0.791
4	Horizontal Communication	3	0.769
5	Upward Communication	3	0.779
6	Job Security	4	0.701
7	Job Satisfaction	5	0.831
8	Employee Performance - Task Performance	6	0.858
9	Employee Performance - Contextual Performance	6	0.839
	Total	36	

(Data processed by SPSS 20)

4.2.2. Exploratory Factor Analysis (EFA):

In this Exploratory Factor Analysis (EFA) step. The author set a bar of 0.4 for factor loading as recommended by Field (2013) where constructs should have at least 3 items with a loading >0.4 .

The result illustrates that there are 8 factors, with Eigenvalue greater than or 1, that accumulatively explain 66.488% of variance (Please refer to Appendix III for more details).

As reflected in the table below, the KMO value is 0.898 ($0.5 < \text{KMO Value} < 1$) and the Barlett's Test is below 0.05, suggesting that there is considerable correlation in the data collected in this research.

Table 4.3. KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	5734.41
	df	496
	Sig.	.000

(generated by SPSS 20)

4.2.3. Correlation Matrix

Means calculation

In order to create the Correlation Matrix with SPSS 20, the author calculated the mean of the constructs using the function Compute Variable of SPSS 20 as reflected below.

Table 4.4. Calculating means

No.	Constructs	Items	Means
1	Hybrid Work - Boundarylessness	BL1, BL2, BL3	F_BL
2	Hybrid Work - Demand for constant learning	DCL1, DCL2, DCL3	F_DCL
3	Hybrid Work - Non work-related interruptions	NRI1, NRI2, NR3	F_NRI
5	Communication	CO1, CO2, CO3, CO4, CO5, CO6	F_CO
6	Job Security	JS2, JS3, JS4	F_JS
7	Job Satisfaction	JSAT1, JSAT3, JSAT4, JSAT5	F_JSAT
8	Employee Performance - Task Performance	TP1, TP2, TP4, TP5, TP6	F_TP
9	Employee Performance - Contextual Performance	CP2, CP3, CP4, CP5, CP6	F_CP
10	Employee Performance	F_TP, F_CP	F_EP
11	Hybrid Work	F_BL, F_DCL, F_NRI	F_HW

*(generated by SPSS 20)***Correlation Matrix**

To understand the relationship between variables, a correlation matrix was created. As illustrated in the table below, the dependent variables (Employee Performance, F_EP) are located in the first row. A quick glance at the matrix shows that the sig value is lower than 0.05, indicating correlation between the independent variables and the dependent variables.

Table 4.5. Correlation Matrix

Correlations

		F_EP	F_HW	F_CO	F_JS	F_JSAT
F_EP	Pearson Correlation	1				
	Sig. (2-tailed)					
F_HW	Pearson Correlation	.278**	1			
	Sig. (2-tailed)	.000				
F_CO	Pearson Correlation	.678**	.129*	1		
	Sig. (2-tailed)	.000	.013			
F_JS	Pearson Correlation	.473**	.331**	.389**	1	
	Sig. (2-tailed)	.000	.000	.000		
F_JSAT	Pearson Correlation	.578**	.283**	.446**	.433**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed).

N= 370

(generated by SPSS 20)

Variance Inflation Factor (VIF)

As reflected in the right column of the table below, the VIF value of all factors are lower than 2, neglecting the existence of multicollinearity as according to Kim (2019), multicollinearity exists when the VIF value is between 5 to 10.

Table 4.6. VIF Calculation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.415	.175		2.376	.018		
1 F_HW	.085	.033	.094	2.567	.011	.863	1.158
F_CO	.473	.037	.493	12.605	.000	.751	1.331
F_JS	.135	.041	.132	3.297	.001	.718	1.393
F_JSAT	.217	.032	.275	6.783	.000	.700	1.429

a. Dependent Variable: F_EP

(Generated by SPSS 20)

4.2.4. Confirmatory Factor Analysis (CFA):

The author implemented Confirmatory Factor Analysis for model fit test. As illustrated in the table below, Chi-square/df = 2.070 (<3), CFI = 0.914 (>0.9), TLI = 0.902 (>0.9), RMSEA = 0.054 (<0.06) provide evidence of strong fit (Byrne, 1994; J. Hair et al., 2010). In the situation of GFI, Byrne (1994) considered it as a very good indicator if it is greater >0.95 and a good indicator if it is greater than 0.9. Nonetheless, GFI is heavily affected by the sample size and the number of indicators and not always recommended to be used (Kline, 2023), while other scientists considered GFI >0.8 acceptable (Doll et al., 1994) which is the case of this study with GFI=0.866. Overall, the above mentioned confirms a good model fit. Full CFA analysis is presented in Appendix IV.

Table 4.7. Confirmatory Factor Analysis

No.	Indicators	Results
1	Chi-square/df	2.070
2	GFI	0.866
3	CFI	0.914
4	TLI	0.902
5	RMSEA	0.054
6	PCLOSE	0.100

(CFA, generated by IBM SPSS AMOS V4.3)

4.3. Hypothesis testing

The analysis was conducted using PROCESS v.4.2 by Andrew F. Hayes, a software integrated into SPSS 20. The Hayes model used for this step is Model 7 (Hayes, 2017) and the full regression result is found in Appendix VI.

For clarification, genders in this research refer to Male and Female. In the data analysis, Male was coded as 1 and Female as 2. The independent variable is F_HW (Hybrid Work), dependent variable F_EP (Employee Performance). There are three mediators F_CO (Communication), F_JS (Job Security) and F_JSAT (Job Satisfaction) and one moderator which is Gender. The moderating role to be assessed in this regression analysis is on F_EP and the three mediators (path a).

The Table below shows that F_HW has positive impact on F_EP ($b=0.0847$), F_CO ($b=0.4154$), F_JS ($b=0.5496$), F_JSAT ($b=1.2526$). F_EP is regressed onto F_HW, F_CO, F_JS, F_JSAT, with $R^2= 0.5812$, the model explains 58.12% of the variance of F_EP. As a result, H1, H2, H4, H6 are accepted.

The data also confirms that Gender moderates F_JS and F_JSAT and doesn't moderate F_CO because zero falls out of CI [-3798;0148]. Therefore, we rejected H8 and accepted H9 and H10.

Table 4.8. Regression Analysis (Source: Author)

Variables	Employee	Communicatio n (F_CO)	Job Security (F_JS)	Job Satisfaction (F_JSAT)
	Performance			
	(F_EP, Dependent)			
<i>b</i>				
Independent				
Hybrid Work (F_HW)	0.0847**	0.4154**	0.5496***	1.2526***
Mediators				
Communication (F_CO)	0.4726***	---	---	---
Job Security (F_JS)	0.1345***	---	---	---
Job Satisfaction (F_JSAT)	0.2168***	---	---	---
Moderator (Gender)				
Gender	---	0.6855	0.4109	1.9747***
HW*Gender (LLCI-ULCI)	---	-0.1825 -0.3798;0.0148	-0.1797** -0.3531;-0.0064	-0.5967*** -0.8207;-0.3728
R2	0.5812			
N=370, *p<0.1, **p<0.05, ***p<0.01				

N=370, **p*<0.1, ***p*<0.05, ****p*<0.01

As reflected in the table below, F_JS mediates the impact of F_HW on F_EP while F_CO and F_JSAT mediates this relationship conditionally (Zero is found between LLCI and ULCI). Hence, we accepted H3 and H7 and conditionally accepted H5.

Table 4.9. Regression Analysis (Source: Author)

Indirect Effect	Male	Female
	Effect, [LLCI-ULCI]	
F_HW -> F_CO -> F_EP	0.1101,[0.0409;0.1906]	0.2038,[-0.0330;0.0807]
F_HW -> F_JS -> F_EP	0.4097,[0.0210;0.0834]	0.2056,[0.0072;0.0505]
F_HW -> F_JSAT -> F_EP	0.1422,[0.0839;0.2084]	0.0128,[-0.0260;0.0546]

As illustrated in the following graph, the higher the value of F_HW, the higher the value of F_JS, indicating a lower level of job security in the case of Gen Z female workers when hybrid working.

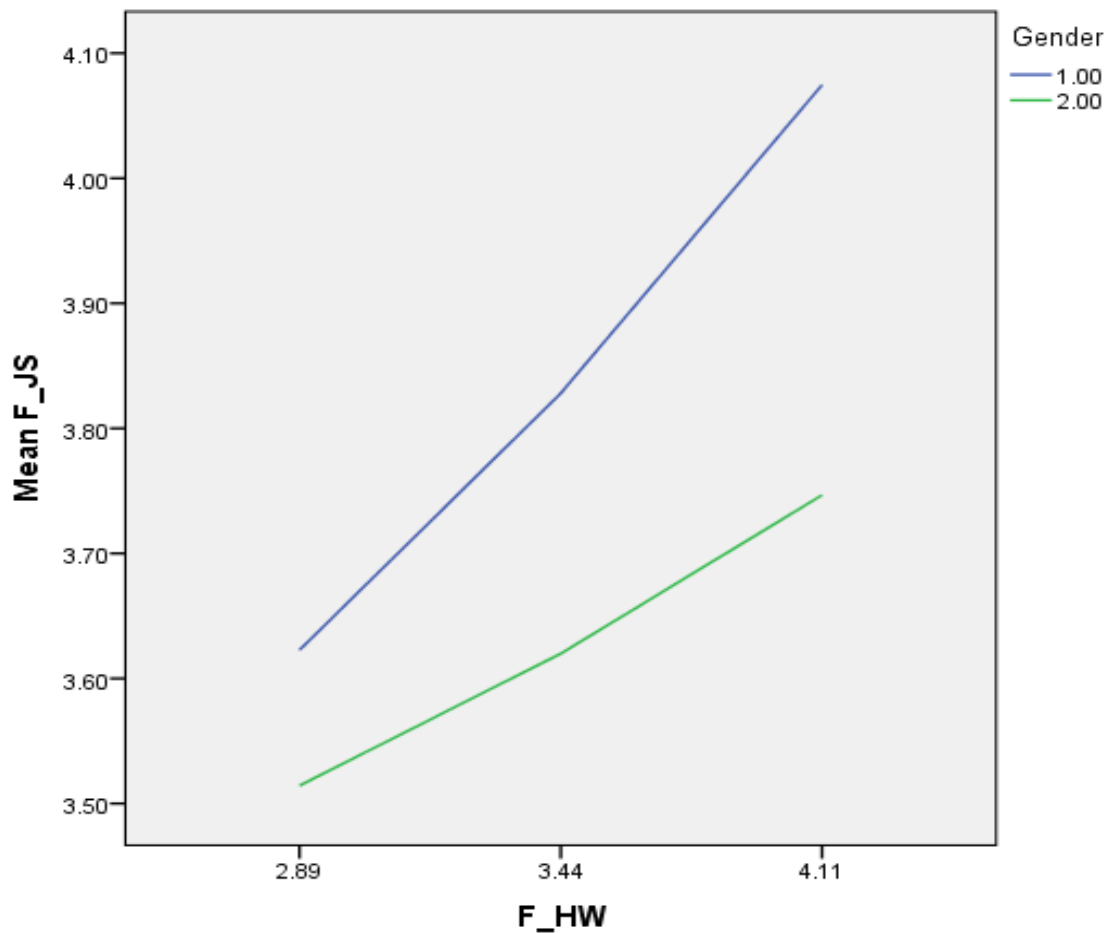


Figure 4.1. Gender moderating F_HW & F_JS

The following graph shows us a higher level of job satisfaction in the situation of Gen Z male workers as compared to their female peers when the frequency of Hybrid Work increases.

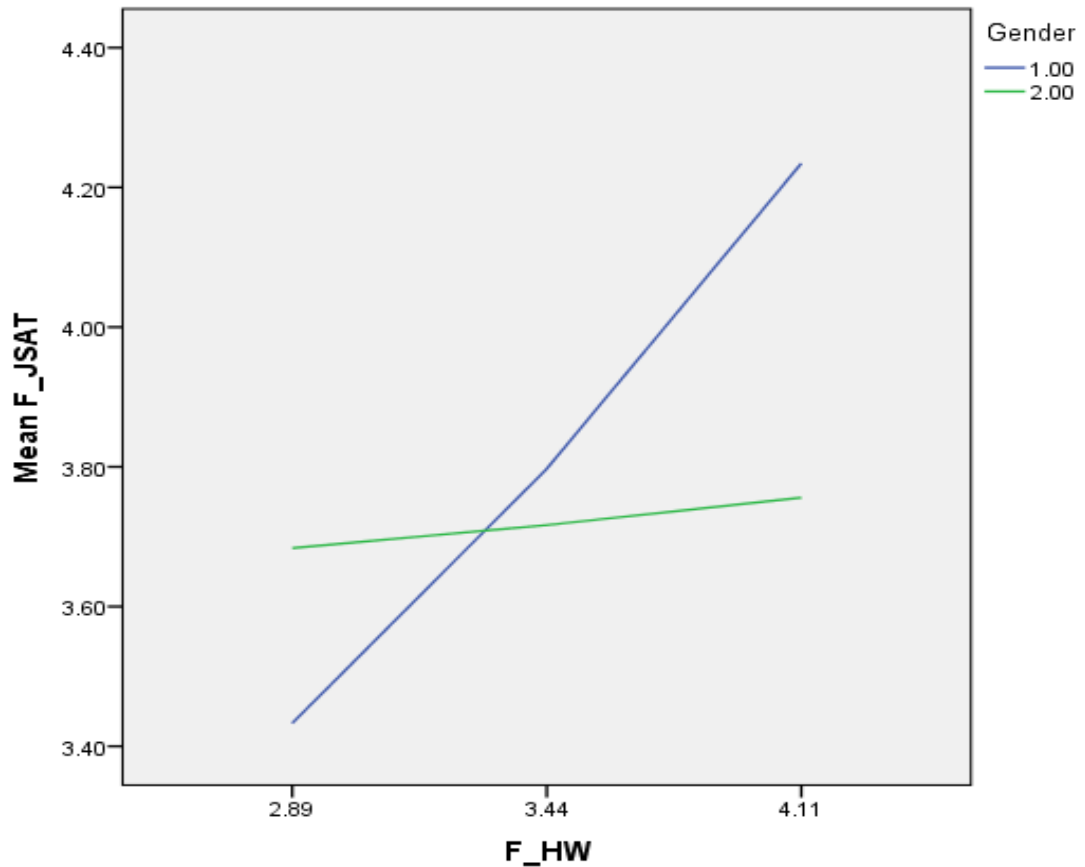


Figure 4.2. Gender moderating F_HW & F_JSAT

For ease of reference, the table low summarizes the confirmation of hypothesis of this article, after analyzing the data collected.

Table 4.10. Confirmation of Hypothesis

No	Hypothesis	Status
1	<i>H1: Hybrid Work has a positive impact on Employee Performance of the Generation Z</i>	Accepted
2	<i>H2: Hybrid Work has a positive impact on Communication of the Generation Z</i>	Accepted
3	<i>H3: Communication mediates the impact of Hybrid Work on Employee Performance of the Generation Z</i>	Conditionally Accepted
4	<i>H4: Hybrid Work has a positive impact on Job Security of the Generation Z</i>	Accepted

5	<i>H5: Job Security mediates the impact of Hybrid Work on Employee Performance of the Generation Z</i>	Accepted
6	<i>H6: Hybrid Work has a positive impact on Job Satisfaction of the Generation Z</i>	Accepted
7	<i>H7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance of the Generation Z</i>	Conditionally Accepted
8	<i>H8: Gender moderates the relationship between Hybrid Work and Communication</i>	Rejected
9	<i>H9: Gender moderates the relationship between Hybrid Work and Job Security</i>	Accepted
10	<i>H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction</i>	Accepted

To mitigate potential endogeneity concerns, this study includes a set of control variables capturing respondents' demographic and job-related characteristics. Specifically, demographic factors include gender, age, and marital status, while job-related characteristics include tenure, job position, type of employment contract, and working location. In addition, work arrangement variables such as the number of days working outside the office and the existence of organizational policies on remote work are also controlled for.

SUMMARY OF CHAPTER 4

Chapter 4 presented the data analysis process following the main steps which are Descriptive Analysis, Cronbach Alfa, EFA, CFA, Correlational Matrix, Regression. The regression analysis was conducted in two steps. Step 1 has an objective of assessing the impact of Hybrid Work on Employee Performance mediated by Communication, Job Security and Job Satisfaction. In Step 2, the author evaluated the role of Gender as a moderator of the mentioned framework.

In the Cronbach Alfa analysis, 36 items were examined and no item was excluded because all values were greater than 0.7. In the EFA step, the items were loaded into 8 components with Eigenvalue >1 , explaining 66.488% of variance. The CFA analysis confirms a good model fit.

The correlation matrix shows that in the row of F_BL and F_NRI, a few interactions were identified with their sig value >0.05 , indicating possibility of multicollinearity. This doubt was discarded because their VIF values were lower than 2.

Regression analysis was conducted using Hayes Model 7 where Gender is the moderator (moderating the relationship between HW, and CO, JS, JSAT, the mediators). The results show HW has a significant direct impact on EP. Gender moderates the relationship between HW and JS, JSAT. The indirect effect from HW to EP exists when moderated by both genders through JS and only by Gen Z male workers through CO and JSAT.

CHAPTER 5: DISCUSSIONS AND IMPLICATIONS

In this Chapter, Theoretical and practical consequences of the findings are offered to explain the research's contributions, based on the discussions. Subsequently, the study's limitations are acknowledged and suggestions for further research are given.

5.1 Discussion of key findings

This research has an objective of exploring the impact of Hybrid Work on Employee Performance through the mediation of Communication, Job Security and Job Satisfaction, moderated by Gender.

Effects of Hybrid Work

H1: Hybrid Work has a positive impact on Employee Performance (accepted)

As a reminder, the literature review revealed that scientists seem not able to reach the same conclusion on the effect of WFH, the previous version of flexible work, on EP. In fact, the relationship was uncovered as an improvement (Bui, 2021; Susilo, 2020), or no direct impact at all (Bloom et al., 2024; Russo et al., 2024; Wolor, Nurkhin, et al., 2021), or diminishment (Golden et al., 2008; Prodanova & Kocarev, 2021). Most of the mentioned scholars conducted their research during the Pandemic, a protracted and negative timeframe as already analyzed in this dissertation. HW, on the flip side, is offered to the employees as a benefit rather than WFH as an order given even by the government, thus, they get the ball rolling with a different attitude, a deeper emotional bond to the organization (Rupcic, 2024). Theoretically, Hybrid Workers can also meet each other physically on a periodical basis which is fundamental to offset the downsides of telework (Coenen & Kok, 2014).

A very recent study conducted in Nigeria showed that hybrid workplace model had a positive impact on performance (Naqshbandi et al., 2024). The hybrid workplace, in this study, includes flexible work and telework, which are similar to but not exactly the same as HW as pointed out in the literature review. Regardless, it confirms that there is a certain level of corroboration with the author's investigation.

The impact of HW on EP is still a new area to be discovered. Rupcic (2024) summarized several HW related articles published in *Issue 1, Volume 32, The learning Organization, Emerald* and opined that in numerous ways, HW can have positive effect on productivity employee wellbeing as well as affective commitment. As reviewed in this dissertation, this relationship could be explained based on the reciprocal principle of Social Exchange Theory where the employees are granted flexibility and autonomy fulfilling with their desire and in exchange they are more committed to their job.

In our Study 2, in most cases, HW appears to have a good impact on the performance of the employees, although no significant improvement is reported when compared to the traditional work method.

“So far, performance between the two groups has been quite comparable. In some cases, Hybrid Workers actually outperform others because they have more autonomy and fewer distractions at home...” (B2).

“Performance varies depending on the role and the person, but with our monitoring tools in place, we’ve been able to identify clear trends. Hybrid Workers can be just as productive — or more — with clear structure and expectations...” (D2).

“Overall, performance is comparable — in some cases, even stronger from Hybrid Workers, especially the Gen Z. Percentage wise, it could be around 5-10% higher. When people are trusted with flexibility, many become more focused and efficient...” (C2).

The sharing of the interviewee C2 reveals evidence of Social Exchange Theory in Generation Z performance as we can see signal of **trust**, **commitment** and **value exchange** in which flexibility has been directly exchanged for focus and efficiency. **Direct exchange** is one of the three exchange types according to Molm (2014). This also coincides with the opinion of one HR manager.

“People work differently, and the best outcomes happen when employees feel they have both flexibility and the tools, trust, and structure to thrive — no matter where they are” (B2).

It is important to point out that better employee performance cannot be achieved naturally. In our interviews, firms seem to have good preparation, multiple approach solutions as evidenced in their job redesign process, training activities and monitoring system including goal settings and investment in infrastructure for flexible works.

“We monitor the outcomes. You know, KPI (Key Performance Indicator) and KRA (Key Result Areas) ...we redesign the job description and assign to them accordingly...” (A3).

“First, we focus on outcomes rather than working hours. Each team sets clear goals and deliverables, and we track progress through regular check-ins and digital project management tools. Second, we provide training for both employees and managers on how to work effectively in a hybrid environment — including communication norms, availability expectations, and time management. Lastly, we gather regular feedback through surveys and one-on-one conversations to adjust policies and address any concerns early” (B1).

“Our focus is on outcomes, not how many days our staff come to the office. We’ve established clear KPIs and deliverables across teams. Managers are trained to lead with trust and accountability, not surveillance. We also invest in digital tools that promote visibility and transparency — from project dashboards to regular reporting systems” (C2).

In this research, this innovative work arrangement also enhances communication at work.

H2: Hybrid Work has a positive impact on Communication (accepted)

H8: Gender moderates the relationship between Hybrid Work and Communication (rejected)

During the WFH period of time, both organizations and employees faced many troubles in terms of communication. For example, poor quality of communication led to burn out (Shockley et al., 2021), too much time spent on devices and lack of tech knowledge caused techno stressor (Spagnoli et al., 2020), social isolation resulted in loneliness (Fay & Kline, 2011). During such an unexpected environment, firms also

struggled with their internal communication, as Bui (2021) suggested, businesses should refrain from conveying contentious messages to their staff. Another important aspect is the worsening connectedness between colleagues (Kaufman & Taniguchi, 2021) due to lack of face to face contact as reflected in an old saying “Out of sight, out of mind”.

To explain the positive impact of HW on Communication, in this method, employees will constantly switch, back and forth, from the traditional 8 – 5 office hours to a virtual office. This means that they will meet their peers physically, although not every day, quite regularly. That’s why, as opposed to WFH, HW is able to foster communication and team connectedness (Alkoud & Qatamin, 2023).

On top of that, if we look into the dimensions of HW adapted from Xie et al., (2019) for this research, Boundarylessness (BL), Demand for constant learning (DCL), Non work-related interruptions (NRI) as reflected in the questionnaires. A high score of BL means that the level of readiness of the Hybrid Workers is high and they are willing to be engaged in job related communication. DCL, on the other hand, enhances communication, because employees might need to reach out to their colleagues for more task clarification, for assistants with tech applications and devices, as well as companions for training courses. Proper training activities also improve communication, as concluded by previous research (Cheng & Ho, 2001). The effect of NRI on Communication could be explained as informal communication tends to increase in a telecommuting context and serves as a channel to build up the relationship between colleagues (Fay & Kline, 2011), or as a way to maintain their identities with managers and coworkers despite the uncertainty and loneliness that teleworkers might face (Thatcher & Zhu, 2006) or lack of supervision (Oppong Peprah, 2024) .

Regarding the moderating role of Gender on the relationship of HW and Communication, no different effect was identified. This result is in line with previous research (Deepa et al., 2023). These authors concluded that there was no significant difference in the connection between WFH and social interaction for male and female

workers. Likewise, informal communication was found unrelated with Gender (Fay & Kline, 2011; Koch & Denner, 2022).

With respect to H2, the interview findings indicate that organizations possess a clear understanding of the challenges associated with virtual work arrangements, an awareness that has been significantly shaped by their experiences during the Covid-19 pandemic. Having said that, they proactively invest in necessary tools, and design suitable working processes. This strategic decision aligns with recent research (Fan & Moen, 2023a) which indicates that many companies favor Hybrid Work not only for its flexibility but also to capitalize on the technological and infrastructural investments made during the pandemic. This initiative facilitates the communication process for virtual work arrangements as expressed by the interviewees.

“...So, we’ve had to encourage clearer communication habits — like documenting updates in shared platforms, being responsive on messaging apps, and setting regular video meetings. Another thing I’ve noticed is that communication gaps can easily grow if expectations aren’t clear. Some people overcommunicate to stay visible, while others disappear into “silent mode,” which can create confusion or feelings of disconnect. That’s why we’ve introduced team-wide communication guidelines — for example, expected response times, preferred tools, and shared calendars.” (B4)

“We can’t rely on hallway chats anymore. So we’ve standardized tools and norms — regular check-ins, clear written updates, and asynchronous collaboration. One thing I emphasize as CEO is that leaders must overcommunicate — especially when it comes to vision, priorities, and company direction — so that no one feels left out of the loop, whether they’re remote or in the office.” (C1)

“We use digital tools like Slack, Teams, and Notion, but we also enforce mandatory communication routines, such as stand-up meetings, end-of-day reports, and shared documentation. Hybrid Workers must be proactive and responsive. If communication breaks down, it affects delivery timelines — so we set clear protocols and hold people accountable for following them... Generations wise, I can see that

the Generation Z is more comfortable with distant communication as compared to the others.” (D4)

As explained by the Interviewee D4 who is a Team Leader, Generation Z is more comfortable with communicating virtually than the peers. This reflects an important characteristic of this Generation which is being digital native (Katz et al., 2022; Turner, 2015). Another important point mentioned by interviewee B4 is that some hybrid workers tend to overcommunicate to increase their visibility. Although overcommunication doesn't mean better communication, this action shows that they do care about their jobs as well as their flexibility. The overcommunication could also be interpreted as an direct exchange (Molm, 2014), from Social Exchange Theory perspective, as they want to show their effort.

Regarding the link between Hybrid Work and Job Security, the data also supports H4:

H4: Hybrid Work has a positive impact on Job Security (accepted)

For clarification, the purpose of the implementation of WFH and HW is very different. WFH is strongly attached to a worsening economic and social environment as well as uncertainty in many aspects. Being forced into introduction as a protection and without much preparation, WFH seems to incline toward health security rather than job security. In fact, few years ago, it was not uncommon to see such negative news as a decline in the job market by 5.4% in Mexico (Angelucci et al., 2020), 30 million of jobs in the US were at risk, 12.8 million of Vietnamese workers were affected by furlough, pay cut and job loss (Phan, 2021). As a matter of fact, WFH was even seen as a predictor of Job Insecurity (Mehta, 2022; Nappo et al., 2023) or low level of Job Security (Kaufman & Taniguchi, 2021) as working from home did not mean that one person could uphold the job.

On the flip side, HW is reborn in a “the sun shines after the rain” context. It seems to be created with willingness from the employers' point of view to find a balance point between a strong desire to keep working flexibly (N. T. Nguyen, Mai, et al., 2022), even at the cost of job loss (Barrero et al., 2021) and the “back to the office” call out of organizations (Munk, 2024). This mutual empathy sends a positive

signal to the workers that they are still stably employed just as the definition of Job Security (Hur, 2022; C. Lu et al., 2017) without having to trade off their employment for flexibility.

In the interviews, the majority of participants believe that employees working in hybrid arrangements experience a greater sense of job security, particularly among members of Generation Z, who are perceived as highly adaptable and proficient in utilizing technology for virtual work environments.

“Gen Z employees are typically very comfortable with digital tools, remote collaboration, and managing tasks independently. They’ve grown up in a connected world, so switching between platforms, working asynchronously, and using cloud-based systems feels very natural to them. This fluency helps them thrive in a hybrid setup and gives them confidence in their ability to stay productive and visible, even outside the office... So overall, I’d say Gen Z can feel very secure in Hybrid Work — even more so than other generations” (A2)

“...They’re quick to find online resources, experiment with tools, and adapt to new workflows. In a hybrid setting, where agility and digital fluency matter more than ever, that mindset is a huge asset to the team.” (C3)

The higher level of adaptability of Generation Z could be explained through the lens of PE Theory where “demand” matches with “ability” (Kristof, 1996). It is compulsory to use a lot of technology in hybrid mode, and this generation feels very comfortable with it. This makes them more secure with the job because they are confident in working on their daily tasks.

In a few instances, concerns among hybrid workers were reported, particularly during the initial phase of Hybrid Work implementation. These concerns were often attributed to factors such as reduced visibility, weakened connections with peers and managers, and limited access to mentorship (as noted by participants A2 and B2). To address these challenges, it is crucial to recognize the pivotal role of organizational communication in expressing *trust* toward hybrid employees. According to the participants, such efforts play a significant role in strengthening employees’ sense of job security and alleviating early-stage uncertainties.

“...as long as the company provides guidance, recognition, and clear career paths. Flexibility alone isn’t enough; they also want to feel seen, supported, and valued”. (A2)

“We’ve tried to address this by being very transparent about how performance is measured — making it clear that output, not physical presence, is what matters most. We also encourage managers to recognize achievements regularly and ensure that career development conversations happen for everyone, regardless of where they work.” (B2)

“On the other hand, if hybrid policies are unclear, or if employees feel like remote workers are “less visible” to leadership, it can create insecurity. That’s why it’s so important for organizations to establish fair evaluation systems, consistent communication routines, and equal access to opportunities, regardless of where someone is working.” (D1)

In short, Generation Z feels more secure with their jobs when working in hybrid mode and it is essential that firms contribute to enhance the level of job security through clear communication and evaluation system.

In this research, HW was also found to have a strong link with Job Satisfaction as reflected in the data processing step.

H6: Hybrid Work has a positive impact on Job Satisfaction (accepted)

Hybrid Work has a positive effect on Job Satisfaction. From the author’s point of view, this finding is not surprising and aligned with previous study (Bloom et al., 2024). First of all, the target of this research is Generation Z who is, at this point of time, the tech savviest group of our labor force (Chang & Chang, 2023; Twenge, 2023). When out of the office, this special quality will enable them to continue with their regular activities effectively. The other generations might be able to dominate technology equally and would even need to enroll in some training programs to prepare for adaptation. Compared to past generations, Generation Z appears to have the necessary skill set for this specific work style, thus they should be happier (K. S. Allen et al., 2024). Additionally, previous research has already shown that this Generation has a strong desire to have more flexibility and autonomy at work (N. T.

Nguyen, Mai, et al., 2022). As these job characteristics are offered by HW, it is understandable that the Gen Z workers feel more satisfied.

According to Allen et al., (2024) the degree of satisfaction is lower in the case of those workers who appreciate social interaction with the others. However, this seems not to be the case of Generation Z who enjoys virtual life and are even recommended to improve their social skills (Priporas et al., 2017; Tang et al., 2020).

In the qualitative analysis, the sharing of the business leaders coincides with the findings in the quantitative research, which concludes that the Gen Z employees tend to be more satisfied with their jobs in hybrid work mode.

“Generally, yes. The Gen Z Hybrid Workers often report greater satisfaction because they have more control over their time. Flexibility leads to better work-life balance, less stress, and higher engagement — all of which benefit both the employee and the company.” (D3)

“Hybrid Workers tend to report higher job satisfaction compared to those who are required to stay in the office full-time. But it's important to understand why. One of the main drivers is flexibility. Many employees value being able to manage their own schedules, avoid long commutes, and create a work environment that suits their personal preferences. That flexibility often leads to better work-life balance, less stress, and a greater sense of autonomy — all of which contribute to job satisfaction. We've found that parents, caregivers, and those with long travel times particularly appreciate the Hybrid model. They feel like they can better manage both professional and personal responsibilities without sacrificing one for the other..” (B2)

The author believes that this higher level of satisfaction of the Gen Z employees derives from the fact the their desire of being flexible and autonomous matches with Hybrid Work offered by the organization as conceptualized in PE-Fit theory (Kristof, 1996) where *needs* meet with *supply*.

However, it is important to recognize that the satisfaction of the employees might be somewhat selective as some individuals might require a more structuralized work distribution and a clear boundary between work and family issues to avoid stress and pressure from their daily tasks as commented by interviewee B2 and D3.

The mediating effects of Communication, Job Security and Job Satisfaction:

H3: Communication mediates the impact of Hybrid Work on Employee Performance (conditionally accepted)

Van Zoonen et al., (2024) found that isolation worsens communication quality and frequency which are predictor of trust, as they find their colleagues, including their supervisors, less available in a distant context. According to Dirks and Ferrin (2001), low trust will negatively affect communication openness, communication satisfaction and information accuracy. Fortunately, this is not the case of HW, where face to face contact isn't fully absent as work from home. The good news is, employees who are able to choose to work flexibly are more likely to invest in improving their communication, both quality and frequency (van Zoonen et al., 2024) which is the situation of HW.

As a reminder, downward communication wasn't taken into consideration in this research based on the assumption that it is not common that Generation Z will have subordinates. To analyze the mediating effect of communication, we will take a closer look on the remaining two types of communication which are Horizontal Communication and Upward Communication (Kalogiannidis, 2020).

In Upward Communication (UC), the role of the supervisors is crucial. Not only, they have to catch up with the problems faced by their staff, to make decision on time in this semi virtual context, but also play a firm representative role. A high-quality upward communication will bring to the table more precise information for better decision making as well as help the Gen Z workers feel more valuable and reciprocally, turn into a better performance (Sekhar & Patwardhan, 2023). Likewise, an effective Horizontal Communication would allow Hybrid Workers to share more information with their peers, fostering teamwork. HC was uncovered to have a positive relationship with team member exchange, a predictor of employee performance (X. Chen & Wei, 2020).

Another benefit of HW due to its special structure is that it combines the advantages of both types of communication (online vs offline), as when engaged in a virtual communication, workers tend to generate more ideas and have more

opportunity to participate in the conversation (Bordia, 1997) which would lead to a better collective knowledge and eventually performance.

The mediating effect of Communication is, however, conditional. It doesn't occur in the case of female workers. The reasons might be techno stress that have a stronger impact on female workers (G. La Torre et al., 2020) or housework which is not equally distributed in Vietnam (Knodel et al., 2005) and tend to be handled by women (Del Boca et al., 2020; Farooq & Sultana, 2022; Powell & Craig, 2015). These issues might cause interruption of their distant communication while hybrid working.

When asked about the performance of the hybrid workers, the business leaders emphasized the importance of communication. Interviewee B2 mentioned that a high performer in Hybrid work mode must rely on *“effective communication style and collaboration habits. Hybrid workers need to be more proactive and disciplined about staying engaged with their teams.”* while interview D4 believes that the communication should be *“precise and structured”* between colleagues to deliver better outcomes. The role of the leaders is also important, and they shouldn't be afraid of overcommunicating to make sure that their messages are delivered thoroughly and well understood, interviewee C1 added. The opinions shared above are also in line with the findings of X. Chen & Wei (2020) as they highlighted the importance of Upward and Horizontal Communication on performance improvement.

Although not explicitly hypothesized in this study, several managers highlighted the importance of communication in fostering a greater sense of job security among employees. Practices such as maintaining a consistent communication routine (interviewees D1, D4), fair and clear messages (interview B1) providing mentorship, and facilitating regular face-to-face interactions with managers (interviewee A2), were noted as key factors that help hybrid workers feel more secure in their roles.

No big difference in communication effectiveness between male and female employees identified in the interviews.

H5: Job Security mediates the impact of Hybrid Work on Employee Performance (accepted)

This conclusion doesn't coincide with previous research (George et al., 2022; Russo et al., 2024) in which Hybrid Workers felt more secured with their jobs but JS appeared non related to their performance. This could be explained by the fact that their studies were carried out in the midst of the chaotic Pandemic, a time full of uncertainty when HW wasn't a set procedure that could be adopted for an extended amount of time. In the case of George et al., (2022) WFH and HW were adopted interchangeably, or Bui (2021), HW was employed only at the beginning of the Pandemic.

On the flip side, the Post Pandemic era allows HW to prolong without major unexpected interruptions. Stated differently, the existence of this work approach hinges mostly on the firms' ability to satisfy the fervent demand of Gen Z workers, which may even lead to their job swapping (Barrero et al., 2021; N. T. Nguyen, Mai, et al., 2022). Under Social Exchange Theory, it could be interpreted as a *reciprocal* relationship where a Party with *power* authorizes the other Party to have more flexibility and autonomy in a highly secured employment. In exchange, the other Party shows appreciation with more *commitment* which leads to a good performance (Benitez et al., 2022; P. M. Blau, 1964; Homans, 1961). Similar conclusion was made earlier in which high level of Job Security associates with a steadier performance (Bentolila & Bertola, 1990; Rice et al., 2024).

Regarding this hypothesis, interviewee C3 assures that the Generation Z seems not only feel secure, trusted in hybrid mode, but also “*they have control over their environment, they produce really high-quality work and bring creative ideas to the table*”. While interviewee D1 thinks that job security in this case reduces burnt out and improves the commitment of the hybrid workers. While it is clear to see that interviewee C3 believes that job security leads to a better performance, the opinion of interviewee D1 corroborates with previous findings (Bentolila & Bertola, 1990; Rice et al., 2024) and in line with Theory of Performance in which individual factor has strong influence on performance (Elger, 2007).

H7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance (conditionally accepted)

JSAT is already known as an indirect determinant of performance (Locke, 1970). It is understandable that the Gen Z workers are satisfied with HW because their desire is fulfilled and in return, they would be more dedicated to the job. This reciprocal relationship reflects Social Exchange Theory (Benitez et al., 2022; P. M. Blau, 1964; Homans, 1961). In lieu with this, leaders of company A provide with strong supporting evidence.

“So far we see that the Hybrid Workers are able to deliver. They seem happy. From our point of view, as long as they deliver and are happy, then we would focus our energy on looking for new clients.” (A1)

“Some of the engineers said that they can concentrate more at home, in other words. They are not disturbed by any other person.” (A2)

Nonetheless, the data analysis shows that the Gen Z female respondents do not involve the aforementioned event. This result corroborates with other research conducted earlier (Powell & Craig, 2015) and during the Pandemic (Del Boca et al., 2020; Farooq & Sultana, 2022). The possible reason to this is female workers tend to take care of housework more than their counterparts (W. Chen et al., 2018) and especially in Vietnam, this type of work is unequally distributed between the couple (Knodel et al., 2005). Interestingly, Chen et al., (2018) rejected the hypothesis in which for female workers, the positive indirect effect of flexible work on job satisfaction would be stronger because they could have more time to handle domestic work and avoid heavy traffic jam. Apparently, it seems to turn out that the more flexible time female workers have, the more housework they tend to care for. In short, the heavy domestic work burden might negatively affect their job satisfaction. On the other hand, technology might become a barrier in flexible mode because additional tools and platforms are required and there is limited support from the IT colleagues. In lieu with this issue, interviewee A2 explained: *“sometimes I receive complaints from the female employees that they are struggle with some software installations, update, or some other platforms that we use to facilitate virtual work but not that big a deal. Our IT department can solve this problem easily.”* Although, it seems not to be a big issue for firms to support their female hybrid workers, the struggle might

dissatisfy them to a certain extent. That's why we can see that JSAT doesn't mediate the impact of HW on EP in the case of Gen Z female employees.

The moderating role of Gender:

H9: Gender moderates the relationship between Hybrid Work and Job Security (accepted)

H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction (accepted)

A quick glance at Figure 5, we can see that the positive correlation between HW and EP is weaker when moderated by female. One of the reasons could be technology, as we already know, plays an important role in HW but unfortunately represents a threat to job security (Aktan & Toraman, 2022) and even unemployment (G. La Torre et al., 2020) due to inability to manage it well. Scientists seem to agree that women, seems to struggle more than men when it comes to technology usage. According to recent research, techno-overloaded, techno-invasion, techno-complexity, dimensions of technostress, were uncovered to be strongly associated to female workers (G. La Torre et al., 2020). Similar conclusions were drawn with techno-complexity and techno-uncertainty by Marchiori et al., (2019).

Regarding the moderating effect of Gender on Hybrid Work and Job Satisfaction, due to the distraction that women have to face when they are physically not in the office, a high level of Hybrid Work doesn't increase their EP as much as male employees (Figure 6). In fact, their JSAT is almost represented by a flat line illustrating little improvement of satisfaction. The possible distraction in this situation could be technostress, work – family conflict for the case of female workers as already explained above. These findings do not corroborate with the study of Chen et al., (2018) in which the hypothesis of gender moderating the relationship between flexible work on Job satisfaction was rejected.

5.2. Comparing the performance of Hybrid Workers versus traditional office workers

One of the important questions raised during the interview was whether the Hybrid Workers would perform better than those remain in the office. This question

was asked to gain a deeper insight into the research objective. According to the interviewees, Hybrid Workers seem to perform slightly better than the counter parts.

“Sometimes, Hybrid Workers actually outperform others because they have more autonomy and fewer distractions at home.” (B2)

“Overall, performance is comparable — in some cases, even stronger from Hybrid Workers.” (C2)

This performance could be enhanced by a few factors, requiring attention from both parties, the employees and the employers. The presence of trust is very important, as well explained by Social Exchange Theory (Benitez et al., 2022; P. M. Blau, 1964; Homans, 1961). Trust could lead to a higher level of focus and efficiency as explained by interviewee C2.

In addition, according to interview D3 and D4, a HW policy should come along with clear instruction, expectation, efficient monitoring system and fair evaluation to avoid irresponsibility, low performance and other problems that can even lead to office politics.

Finally, interview C2 shared a very interesting point on achieving high performance in Hybrid mode. The tip lays on how smart tasks and locations are distributed by the Hybrid Workers and their teammates. He mentioned *“Creative work, deep focus tasks, and coding can often be done better from a quiet remote setup. On the other hand, roles that require rapid collaboration or mentorship may benefit from in-office time.”* He believes that by doing so hybrid workers can combine the advantages of both hybrid arrangement and traditional office. This should be an optimal situation of PE FIT Theory where “fit” can get to the higher level with the presence of both *Supplementary* vs *Complementary* factors (Muchinsky & Monahan, 1987). While *supplementary* is already mentioned earlier which is the similarity between what the Generation Z employees desire (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022) and the flexibility and autonomy that HW could offer. In the case of “*complementary*”, a strategic distribution of tasks and work locations can leverage the strengths of both remote and in-office modes. This allows employees to benefit from greater focus and flexibility during their personal time, while still accessing

collective knowledge and enjoying the social interaction offered by the traditional office environment.

5.3. Theoretical implications

First, drawing from Social Exchange Theory (P. Blau, 2017; Homans, 1961), and based on previous conclusions (Barrero et al., 2021; N. T. Nguyen, Mai, et al., 2022), the research findings of this dissertation extended our knowledge on Generation Z and uncovered that Hybrid Work, being able to fulfill with their desire of having more flexibility and autonomy, is positively linked to their performance. Under SET's view, there is a direct exchange in this reciprocal relationship. Employers grant the employees the right to HW (access to flexibility and autonomy), and in exchange, this decision pays off with a higher performance from the employees.

Secondly, the data analysis demonstrated that, compared to their peers, Gen Z female workers appear to have more challenges while implementing this novel work approach. The possible reasons identified in this study are techno stressor (G. La Torre et al., 2020) and unequal housework distribution (Knodel et al., 2005). Statistically, the Generation Z doesn't see much differences in gender (J.Walter Thompson Intelligence, 2015) but in the case of Vietnam, Gender equality is still negatively affected by a long lasting impact of Confucianism resulting into less opportunities for schooling and for their work (Vu & Yamada, 2024). It might take a longer time for the Gen Z of Vietnam to reach a higher level of gender equality.

Thirdly, as indicated in this research, JS mediates the relationship between HW and EP. When moderated by gender, we can even see a stronger correlation between JS and EP, in the case of Gen Z male workers. This finding contributes to the PE FIT Theory (Kristof, 1996) by extending its coverage to the link between the characteristics of the Generation Z and Hybrid Work, a new work arrangement. The findings show that the fit is not only *complementary* but also *supplementary* which could potentially lead to a higher level of employee performance.

Lastly, along with the evolution of flexible work, previous studies revealed negative impact of WFH on EP (George et al., 2022; Kaufman & Taniguchi, 2021). In this research, the newest form of flexible work, HW, in contrast, is positively

associated to EP. This contradiction, under the author's point of view, is the result of the Pandemic time with a lot of negativity affecting employee hygiene factors, for instance, loneliness (Fay & Kline, 2011), job security and communication (Kaufman & Taniguchi, 2021) which are predictors of job dissatisfaction (Herzberg, 1982) and low productivity. In other words, the improvement of these hygiene factors could be linked to a betterment of the macro environment, specifically, the disappearance of Covid-19, and not necessarily any changes implemented by firms. Likewise, the employees' enjoyment of flexibility and autonomy seemed to be suppressed and only arose again when we were able to come back to normal. To clarify, under the suppression, flexibility and autonomy were integrated into workers daily activity compulsorily and were not viewed as exchange of values while during post Covid, flexibility and autonomy could be considered as benefits granted to the employees favoring their desire (P. M. Blau, 1964) in exchange for better performance.

5.4. Practical implications:

The retreat of Covid allows both employer and employees to have more alternative. Today labor market is in search of greater flexibility and autonomy to employees. Businesses don't always need to address this propensity with harness, particularly when it comes to Generation Z, sometimes crowned as the entitled generation. Conversely, the implementation of Hybrid Work will help business to turn the tables making the job itself become more attractive toward the Generation Z due to a high level of fit from the PE FIT Theory (Muchinsky & Monahan, 1987) as discussed above. Additionally, firms can also benefit from maintaining their low rental cost, take advantage of the infrastructure invested during Covid time (Fan & Moen, 2023b). This is why Hybrid Work is highly recommended as an organizational policy.

The findings indicate Hybrid Work could positively influence performance although as commented by some managers, the difference is modest. To achieve a higher EP, HW itself should be accompanied with other factors. Firms should recognize that they cannot just implement HW and expect to have better results. According to this research findings, Communication (CO), Job Security (JS) and Job Satisfaction (JSAT) emerge as important contributing factors.

Firms should create effective communication channels both Horizontal and Upward Communication for Generation Z. Some suggestions could be frequent virtual conversation with the managers and colleagues, or organizing the HW schedule in such a way that workers still can meet each other face to face periodically. It is also recommended, based on the previous findings (van Zoonen et al., 2024), to make HW to be chosen proactively. This action would result into the employees to be willing to improve their communication quality.

By no means should job insecurity be linked to HW as it was with WFH during the Pandemic. It is the responsibility of the firm to communicate with their employees that their job is secured so that as a mediator, JS will contribute more to the improvement of Employee Performance. The adoption of Hybrid Work (HW) policies should happen voluntarily, rather than as a result of resistance or obligation. Regular virtual and in-person connection among staff members should mitigate the risk of loneliness, which is a powerful indicator of elevated job insecurity (Blomqvist et al., 2023). Female employees might need more support with tech training, as argued above, to enhance their job security. Leaders' involvement can also play an important role in enhancing employees' sense of job security, particularly among female workers, by helping them maintain psychological balance while working remotely (Daraba et al., 2021).

Firm could consider integrating HW into its HR policy as this work method should already be a good reason for the Gen Zers to be more satisfied with their jobs as they are enjoying what they requesting for as uncovered previously (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022). Regardless, to maintain a good level of job satisfaction, firms could provide with good organizational support (Ipsen et al., 2022) which could be expressed effectively by the role of the leaders (Sekhar & Patwardhan, 2023), childcare support policy for female workers to balance the unequally distributed house work (W. Chen et al., 2018; Knodel et al., 2005). Firms can also pay more attention to the motivator factors (Herzberg, 1982) to increase the level of job satisfaction of the employees. Some of the suggestions would be creating fair promotion policy or recognizing employees' achievement frequently and

transparently. Firms' attempt of creating a better working environment will be paid off by a higher level of organization commitment of the Gen Z employees (T. N. Nguyen et al., 2024) and eventually a better performance (Benitez et al., 2022; P. M. Blau, 1964; Homans, 1961).

Employers should allow employees to choose their preferred work style in order to maximize the effectiveness of hybrid work. In other words, Hybrid Work shouldn't be enforced. Based on this study's findings regarding the moderating role of gender, Gen Z female employees appear less inclined to engage extensively in hybrid work compared to their male counterparts, likely due to lower levels of job satisfaction and job security. This suggests that male Gen Z employees may be more likely to adopt hybrid work arrangements, while female Gen Z employees may prefer in office mode more frequently. A flexible policy might lead to better productivity in this context.

To foster a more equitable work environment, organizations should consider both gender and generational dimensions when formulating hybrid work policies. Excluding Millennials and Generation X employees from such arrangements may inadvertently reinforce workplace disparities. To the author's knowledge, empirical research examining these generational cohorts as hybrid workers remains limited. Notably, compared to Generation Z (Chang & Chang, 2023), Millennials and Generation X employees generally exhibit lower levels of technological proficiency. Consequently, organizations should implement targeted technology training and support mechanisms to enhance these groups' capacity to engage effectively in hybrid work settings.

For the Generation Z, they can rest assure that they could continue to work flexibly and many firms are willing to offer them so. However, it is important to be visible and prove that they can solve firms' problems and they deserve flexibility and autonomy. It is important to keep in mind that flexibility doesn't mean total freedom. They still have to respect companies' policies, colleagues and their leaders. They will also have to thrive to achieve common goals. Flexibility should be earned and not taken for granted. It requires a reciprocal effort and there is also an exchange in value

(flexibility for performance) as indicated by Social Exchange Theory (Cropanzano & Mitchell, 2005).

5.5. Limitations and recommendations

As any other research, despite of the fact that the research has made modest contributions to Theory of Performance, Social Exchange Theory and PE FIT Theory, as well as extending our knowledge of Generation Z, it has limitations.

With the support from the professional network, the author managed to gather data from Vietnam's largest cities where more economic activities, talents and innovative business solutions could be found. It is advised that similar research be done in other nations to have a deeper understanding of Generation Z.

Despite of the author's effort, one limitation of this study concerns, to a certain extent, the use of convenience sampling, which may restrict the representativeness of the sample and limit the generalizability of the findings (Winton & Sabol, 2022). Therefore, the results should be interpreted with caution, and future studies are encouraged to adopt probability sampling methods to enhance representativeness.

This study employed a mix methods, nonetheless due to lack of resources, the qualitative study was conducted only with IT industry representatives which might prevent us from thoroughly comprehend the influence of HW on EP (Rahman, 2016), particularly among Gen Z female employees who appear to exhibit lower satisfaction with this new approach; hence, qualitative research is advised for the other 3 important industries for hybrid mode which are Accounting & Finance, Education and Marketing & Communication.

Due to resources constraints, the data collected in this research only represents a snapshot of Hybrid Workers. Given this work method is relatively new, a longitudinal study is recommended as factors such as job satisfaction might be affected as time goes by (Dobrow et al., 2018) or tech stressor might be relieved with a high training effectiveness which also requires time, energy and financial resources (EL Hajjar & Alkhanaizi, 2018). The longitudinal research will also help researchers to understand the changes in behavior of Hybrid Workers overtime which cannot be provided by a cross-sectional study.

Another limitation of this study is that it did not investigate gender as a moderating factor in the relationship between hybrid work and employee performance. Future research is recommended to explicitly examine how gender may influence the impact of hybrid work arrangements on performance outcomes, which could provide deeper insights into potential disparities and inform the development of more equitable workplace policies. A suggested research method is diary study which could be applied to understand deeply what activities would distract male or female employees during their remote working time.

Although communication, job security, and job satisfaction have been extensively documented as key mediating factors in other forms of flexible work arrangements, their specific impacts within hybrid work settings remain less explored. This study therefore focuses on examining how these established factors operate in a hybrid context, where employees alternate between remote and on-site work. The study is also based on the assumption that Generation Z possesses certain characteristics identified in previous research, such as digital nativeness, a strong preference for flexibility, and an emphasis on work–life balance, which are presumed to shape their experiences and responses to hybrid work arrangements (Chillakuri & Mahanandia, 2018; N. T. Nguyen, Mai, et al., 2022; T. N. Nguyen et al., 2024). While the current model does not explicitly include variables representing these generational traits, their influence is acknowledged as an underlying contextual factor. Future research should further incorporate technology-related and generational variables to provide a more comprehensive understanding of performance dynamics in hybrid work, particularly among younger generations.

This study only focuses on Generation Z, inheriting their uniqueness from previous research (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022). Future research would benefit from examining variables specific to this Generation, for example digital fluency, preference for flexibility and autonomy, or expectations for rapid career progression. to provide a more comprehensive understanding of their experiences within Hybrid Work arrangement.

This study acknowledges that its theoretical framework is not exhaustive. While the analysis is primarily grounded in Social Exchange Theory and Person–Environment Fit Theory, other relevant perspectives, such as Generational Cohort Theory (Mannheim, 1952) or Boundary Theory (Ashforth et al., 2000), could provide additional insights into the unique characteristics of Generation Z and their management of work–life boundaries in hybrid settings.

Future research also can explore other important characteristics of the Generation Z, for instance, pro-environmental behavior which is already proven in various countries (Gomes et al., 2023; Juma-Michilena et al., 2024; Trinh & Nguyen, 2023) to help organizations design suitable policies to attract and retain them, either as an employee or a customer.

Finally, given that generations differ one from another (Schroth, 2019) and studies on Hybrid Work is still in their infancy. It is advisable to include the other Generations, the Y and X, in comparable research.

SUMMARY OF CHAPTER 5

Chapter 5 explores the relationship between Hybrid Work (HW), Employee Performance (EP), mediated by Communication, Job Security and Job Satisfaction. The moderating role of Gender was also discussed. In this discussion, interviewees' responses were also utilized to strengthen the findings.

While Hybrid Work is revealed to have a positive impact on Employee Performance and this relationship is mediated (conditionally in case of H3, H7) by Communication, Job Security and Job Satisfaction. Gender emerged as a meaningful moderating factor, suggesting that men and women may experience hybrid work conditions differently due to variations in domestic responsibilities, expectations, and access to resources. These insights emphasize the importance of adopting a more gender-sensitive approach when designing and managing hybrid work policies to ensure that such arrangements support performance equitably for all employees.

Study 2 allows the author to have a comparative analysis between Hybrid Workers and traditional workers. It is revealed that the Hybrid Workers have a slightly better performance compared to their counterparts. To reach a higher level of performance, it is recommended that organizations invest in other factors such as building trust, monitoring system, strategic task distribution. The chapter concludes that Hybrid Work offers unique advantages, but realizing its full potential requires attention to individual needs, task allocation, and organizational support.

One part of chapter 5 dedicates to provision of theoretical and practical implications. In the former, the author analyzes the contribution to Theory of Performance, Social Exchange Theory and PE FIT Theory. In the latter, it provides several recommendations through which firms could consider improving their employee performance while implementing Hybrid Work such as communication improvement, tech training and support, leadership involvement...

The chapter also critically reviews the study's limitations, including the narrow industry focus in qualitative research, resource constraints affecting longitudinal analysis, and the omission of gender as a moderating factor. It highlights the need for

future research to expand to other industries, incorporate generational and technology-related variables, and explicitly examine gender influences. Additionally, it suggests broadening the scope to include Generations Y and X for comparative insights, and calls for more comprehensive studies addressing digital fluency, flexibility, autonomy, and career expectations specific to Generation Z.

CONCLUSIONS

Representing one third of the Vietnamese population (PWC, 2019), gradually, the generation Z will become more important in the labor market. This study extends our previous understanding of the Generation Z's interest in being able to working flexibly and autonomously (Chillakuri, 2020; N. T. Nguyen, Mai, et al., 2022) which could be reaffirmed with the positive impact of HW on CO, JS, JSAT and EP.

The link between HW and EP also strengthens previous argument in which flexible working is considered as a source of productivity improvement (Chillakuri & Mahanandia, 2018), despite of the fact the scholars reached different conclusions during the Pandemic. Firms are advised to pay attention to improving CO, JS and JSAT as these 3 factors contribute significantly to the improvement of EP as mediators.

The gender equality level of the Generation Z of Vietnam is still not as expected. The research enlightened certain level of distraction hindering the female Gen Z workers to perform while hybrid working as effectively as their counterparts in Vietnam. Possible causes could be technostress and housework.

The research findings proffer contribution to Theory of Performance confirming the impact of Communication, Job Security and Job Satisfaction on performance; to Social Exchange Theory by extending it to the reciprocal relationship between the employers, giving permission to HW, and the employees, performing better in their jobs; and to PE FIT theory to explain the corroboration between Gen Z characteristics and Hybrid Work components which have a positive impact on some performance determinents.

The results of this study offer significant value from both theoretical and practical perspectives, contributing to firms' sustainable development objectives. These contributions are particularly relevant to SDG 3 (Good Health and Wellbeing) and SDG 8 (Decent Work and Economic Growth) (United Nations, 2021).

Lastly, an effective hybrid work arrangement will benefit firms in many ways from Gen Z talent attraction, retention to performance improvement, contributing to the sustainable development of firms.

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Appendix I: Quantitative Survey Instrument

I. General Questions

General questions							
1	Gender	Male	Female	Other			
2	Age	_____					
3	Marital Status	Single	Married	Divorced			
4	Are you currently working? (any mode of work)	Yes	No				
5	How long have you been working for this company?	0-6 months	7-12 months	13-24 months	25-48 months	More than 48 months	
6	Your current position	Intern	Employee	Team Leader	Deputy/Head of Department	Vice Rector/Rect or	
7	On average, how many days do you work out of the office in a week?	0	1	2	3	4	5
8	Does your company have any specific rules/regulations that allow you to work out of the office per week/month?	Yes there is	No, there isn't	No, there isn't but I am allowed to do so			

II. Construct and Items

#	Construct	Acronyms	Questionnaires	Likert Scale					Authors
				1	2	3	4	5	
	Hybrid Work	HW							
1	Boundarylessness	BL1	My job requires me to be accessible outside of my normal working hours. That is, I am required to respond to work - related emails, telephone calls, or pages when I am not at work	Never				Always	Xie, J. L., Elangovan, A. R., Hu, J., & Hrabluik, C. (2018). Charting new terrain in work design: a study of hybrid work characteristics. Applied Psychology. doi:10.1111/apps.12169
2		BL2	My job requires me to work in a variety of settings such as in the office, at home, on airplanes, etc.	Never				Always	
3		BL3	My job is not limited to my place of work. Rather, I am “on call” no matter where I am since I stay connected via the cell - phone or internet.	Never				Always	
4	Demand for constant learning	DCL1	My job requires me to continually learn new	Never				Always	

			technology, techniques, and ideas.						
5		DCL2	The state of knowledge required for my job is ever-changing.	Never				Always	
6		DCL3	My job allows me opportunities for learning and growth in competence and proficiency.	Never				Always	
7	Non work-related interruptions	NRI1	In my job, I often stop tasks I am working on to respond to NON work-related questions from other colleagues	Never				Always	
8		NRI2	In my job, unscheduled contact with others regarding NON work-related issues often diverts my attention away from immediate tasks.	Never				Always	
9		NRI3	During my workday, I rarely have large chunks of time that I can devote to my work without being interrupted by others to discuss NON work-related things.	Never				Always	

Performance Determinants		IF							
10	Horizontal Communication	HC1	I maintain good language when interacting with fellow employees	Strongly Disagree				Strongly Agree	Kalogiannidis, Stavros. "Impact of effective business communication on employee performance." European Journal of Business and Management Research 5.6 (2020). https://doi.org/10.24018/ejbmr.2020.5.6.631
11		HC2	I normally share knowledge with my colleagues on essential issues	Strongly Disagree				Strongly Agree	
12		HC3	I always seek essential information from my colleagues in my department	Strongly Disagree				Strongly Agree	
13	Upward Communication	UC1	I provide quick feedback to my superior concerning any request for particular explanations	Strongly Disagree				Strongly Agree	
14		UC2	I request information from my manager about different work issues	Strongly Disagree				Strongly Agree	
15		UC3	Top management makes decisions based on our request for particular information	Strongly Disagree				Strongly Agree	
16	Job Security	JS1	I am confident that I will be able to work for my organization as long as I wish	Strongly Disagree				Strongly Agree	Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The Role of Job Security in Understanding the Relationship

17		JS2	If my job were eliminated, I would be offered another job in my current organization	Strongly Disagree				Strongly Agree	Between Employees' Perceptions of Temporary Workers and Employees' Performance. Journal of Applied Psychology, 90(2), 389–398. doi:10.1037/0021-9010.90.2.389
18		JS3	When my organization hires temporary employees, I feel less secure about my job	Strongly Disagree				Strongly Agree	
19		JS4	Not being able to work in the office everyday makes me feel insecure about my job	Strongly Disagree				Strongly Agree	
20	Job Satisfaction	JSAT1	I am satisfied with my job overall	Strongly Disagree				Strongly Agree	Karatepe, O. M., Uludag, O., Menevis, I., Hadzimehmedagic, L., & Baddar, L. (2006). The effects of selected individual characteristics on frontline employee performance and job satisfaction. Tourism Management, 27(4), 547–560. https://doi.org/10.1016/j.tourman.2005.02.009
21		JSAT2	I am satisfied with my fellow workers	Strongly Disagree				Strongly Agree	
22		JSAT3	I am satisfied with my salary	Strongly Disagree				Strongly Agree	
23		JSAT4	I am satisfied with the opportunities for advancement of my organization	Strongly Disagree				Strongly Agree	
24		JSAT5	Being able to work out of the office a few times in a week makes me satisfied with my work	Strongly Disagree				Strongly Agree	Self Developed

Employee Performance		EP							
25	Task Performance	TP1	I use to maintain high standard of work.	Strongly Disagree				Strongly Agree	Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. Business Perspectives and Research, 5(1), 69-85.
26		TP2	I am capable of handling my assignments without much supervision	Strongly Disagree				Strongly Agree	
27		TP3	I am very passionate about my work.	Strongly Disagree				Strongly Agree	
28		TP4	I know I can handle multiple assignments for achieving organizational goals	Strongly Disagree				Strongly Agree	
29		TP5	I use to complete my assignments on time.	Strongly Disagree				Strongly Agree	
30		TP6	My colleagues believe I am a high performer in my organization	Strongly Disagree				Strongly Agree	
31	Contextual Performance	CP1	I used to extend help to my co-workers when asked or needed.	Strongly Disagree				Strongly Agree	Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. Business Perspectives and Research, 5(1), 69-85.
32		CP2	I love to handle extra responsibilities	Strongly Disagree				Strongly Agree	

33		CP3	I extend my sympathy and empathy to my co-workers when they are in trouble.	Strongly Disagree				Strongly Agree	
34		CP4	I use to praise my co-workers for their good work	Strongly Disagree				Strongly Agree	
35		CP5	I use to share knowledge and ideas among my team members.	Strongly Disagree				Strongly Agree	
36		CP6	I use to maintain good coordination among fellow workers	Strongly Disagree				Strongly Agree	

Appendix II: Cronbach's Alfa Analysis

#	Item	Item-Total Statistics					No. of Items	Cronbach's Alfa
		Code	Scale Mean if Deleted	Scale Variance if Item Deleted	Corrected Item - Total Correlation	Cronbach's Alfa if Item Deleted		
	Hybrid Work - Boundarylessness						3	0.845
1	My job requires me to be accessible outside of my normal working hours. That is, I am required to respond to work -related emails, telephone calls, or pages when I am not at work	BL1	6.71	4.881	.713	.784		
2	My job requires me to work in a variety of settings such as in the office, at home, on airplanes, etc.	BL2	6.95	4.527	.739	.758		
3	My job is not limited to my place of work. Rather, I am “on call” no matter where I am since I stay connected via the cell -phone or internet.	BL3	6.72	5.040	.685	.809		
	Hybrid Work - Demand for constant learning						3	0.801
4	My job requires me to continually learn new technology, techniques, and ideas.	DCL1	7.82	2.823	.675	.698		

5	The state of knowledge required for my job is ever-changing.	DCL2	7.88	2.868	.665	.709		
6	My job allows me opportunities for learning and growth in competence and proficiency.	DCL3	7.69	3.117	.601	.775		
	Hybrid Work - Non work-related interruptions						3	0.791
7	In my job, I often stop tasks I am working on to respond to NON work-related questions from other colleagues	NR1	6.42	3.584	.681	.661		
8	In my job, unscheduled contact with others regarding NON work-related issues often diverts my attention away from immediate tasks.	NR2	6.35	3.557	.723	.614		
9	During my workday, I rarely have large chunks of time that I can devote to my work without being interrupted by others to discuss NON work-related things.	NR3	6.10	4.436	.504	.842		
	Horizontal Communication						3	0.769
10	I maintain good language when interacting with fellow employees	HC1	8.52	2.500	.507	.787		
11	I normally share knowledge with my colleagues on essential issues	HC2	8.74	2.014	.634	.653		

12	I always seek essential information from my colleagues in my department	HC3	8.67	2.026	.676	.604		
	Upward Communication						3	0.779
13	I provide quick feedback to my superior concerning any request for particular explanations	UC1	8.04	2.679	.610	.708		
14	I request information from my manager about different work issues	UC2	8.05	2.485	.673	.639		
15	Top management makes decisions based on our request for particular information	UC3	8.31	2.500	.570	.756		
	Job Security						4	0.701
16	I am confident that I will be able to work for my organization as long as I wish	JS1	11.17	3.455	.372	.709		
17	If my job were eliminated, I would be offered another job in my current organization	JS2	11.55	3.186	.520	.617		
18	When my organization hires temporary employees, I feel secure about my job	JS3	11.74	3.236	.531	.611		
19	Not being able to work in the office everyday makes me feel insecure about my job (Self developed)	JS4	11.60	3.065	.531	.608		
	Job Satisfaction						5	0.831
20	I am satisfied with my job overall (Modified)	JSAT1	15.24	9.927	.681	.785		

21	I am satisfied with my fellow workers (Modified)	JSAT2	15.19	10.262	.633	.798		
22	I am satisfied with my salary (Modified)	JSAT3	15.67	8.925	.650	.794		
23	I am satisfied with the opportunities for advancement of my organization (Modified)	JSAT4	15.54	9.143	.735	.766		
24	Being able to work out of the office a few times in a week makes me satisfied with my work	JSAT5	15.22	10.520	.478	.839		
	Employee Performance - Task Performance						6	0.858
25	I use to maintain high standard of work.	TP1	19.97	11.639	.635	.836		
26	I am capable of handling my assignments without much supervision	TP2	19.85	11.643	.657	.833		
27	I am very passionate about my work.	TP3	20.18	11.240	.583	.848		
28	I know I can handle multiple assignments for achieving organizational goals	TP4	20.02	10.739	.732	.817		
29	I use to complete my assignments on time.	TP5	19.83	11.515	.706	.825		
30	My colleagues believe I am a high performer in my organization	TP6	20.16	11.522	.590	.845		
	Employee Performance - Contextual Performance						6	0.839

31	I used to extend help to my co-workers when asked or needed.	CP1	19.98	12.905	.568	.822		
32	I love to handle extra responsibilities	CP2	20.78	11.917	.464	.851		
33	I extend my sympathy and empathy to my co-workers when they are in trouble.	CP3	20.20	11.931	.678	.801		
34	I use to praise my co-workers for their good work	CP4	20.18	11.657	.695	.797		
35	I use to share knowledge and ideas among my team members.	CP5	20.32	11.567	.639	.808		
36	I use to maintain good coordination among fellow workers	CP6	20.18	11.627	.706	.795		

Appendix III: Exploratory Factor Analysis (EFA)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Approx. Chi-Square		5734.414
Bartlett's Test of Sphericity	df	496
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.431	29.470	29.470	9.431	29.470	29.470	3.675	11.484	11.484
2	3.616	11.301	40.771	3.616	11.301	40.771	3.018	9.430	20.914
3	1.830	5.717	46.489	1.830	5.717	46.489	2.969	9.278	30.192
4	1.673	5.229	51.717	1.673	5.229	51.717	2.664	8.327	38.518
5	1.343	4.197	55.914	1.343	4.197	55.914	2.519	7.870	46.389
6	1.258	3.932	59.846	1.258	3.932	59.846	2.232	6.976	53.365
7	1.124	3.511	63.357	1.124	3.511	63.357	2.142	6.695	60.060
8	1.002	3.131	66.488	1.002	3.131	66.488	2.057	6.429	66.488
9	.816	2.549	69.037						
10	.778	2.430	71.467						
11	.724	2.262	73.729						
12	.679	2.123	75.852						
13	.629	1.965	77.817						
14	.606	1.894	79.711						

15	.547	1.708	81.419						
16	.522	1.632	83.051						
17	.492	1.536	84.587						
18	.473	1.478	86.066						
19	.453	1.415	87.481						
20	.436	1.364	88.845						
21	.419	1.311	90.156						
22	.393	1.229	91.385						
23	.355	1.109	92.494						
24	.329	1.029	93.523						
25	.317	.991	94.514						
26	.301	.940	95.454						
27	.294	.918	96.372						
28	.269	.841	97.213						
29	.260	.813	98.027						
30	.225	.703	98.730						
31	.221	.692	99.422						
32	.185	.578	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component							
	1	2	3	4	5	6	7	8
CO5	.784							
CO4	.736							
CO3	.669							
CO6	.646							
CO1	.640							
CO2	.562							
TP2		.766						
TP5		.716						
TP1		.666						
TP4		.641						
TP6		.540						
CP4			.746					
CP5			.727					
CP3			.644					
CP6			.627					
CP2			.496					
JSAT3				.824				
JSAT4				.813				
JSAT1				.593				
JSAT5				.573				
BL2					.849			
BL3					.832			
BL1					.825			
DCL2						.826		
DCL1						.794		

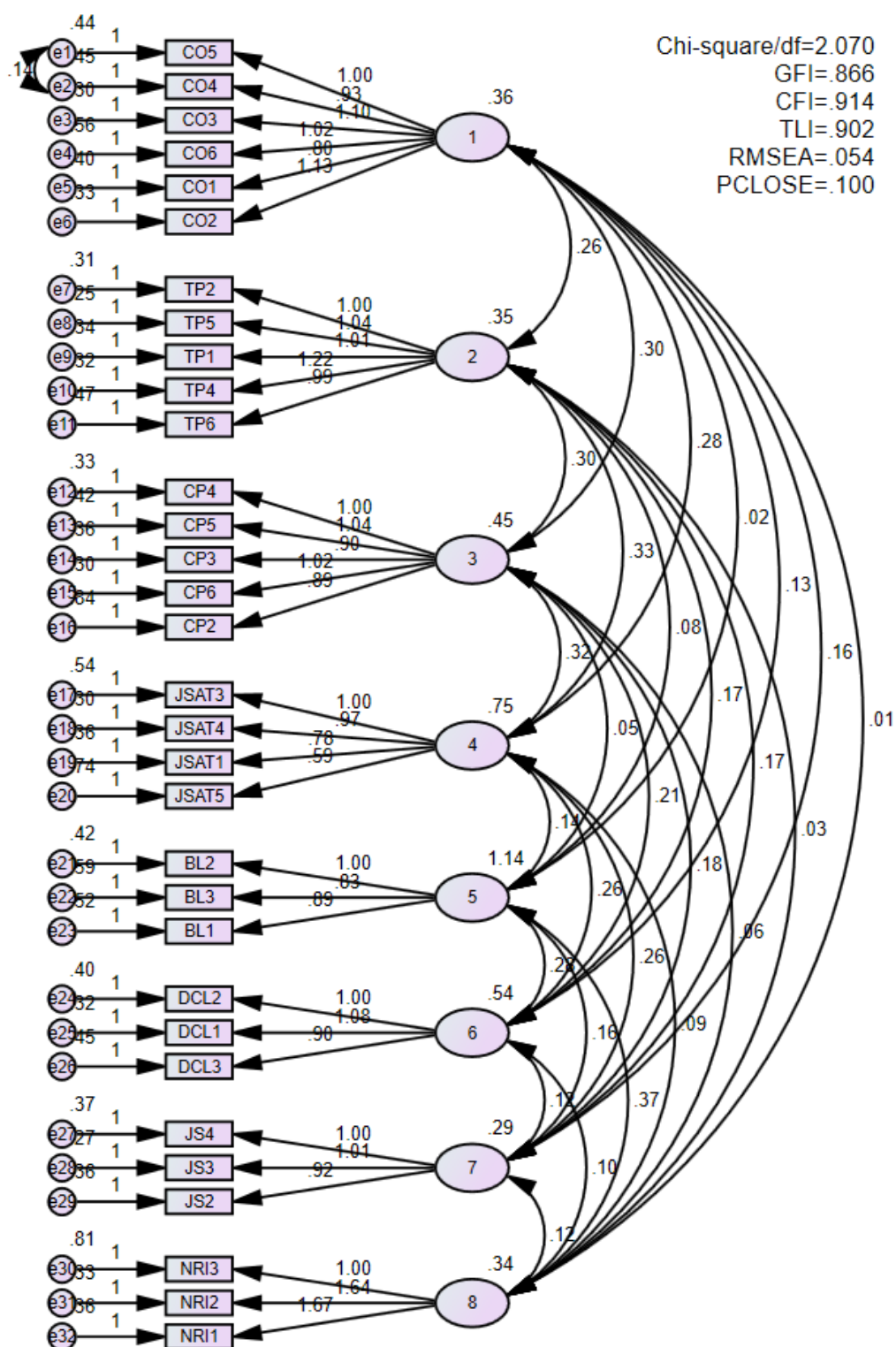
DCL3							.770		
JS4								.787	
JS3								.753	
JS2								.631	
NRI3									.805
NRI2									.802
NRI1									.735

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Appendix IV: Confirmatory Factor Analysis (CFA)



Appendix V: Regression Analysis - Impact of HW on EP through Mediators (JS, JSAT, CO)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : F_EP

X : F_HW

M1 : F_CO

M2 : F_JS

M3 : F_JSAT

Sample

Size: 370

OUTCOME VARIABLE:

F_CO

Model Summary

R	R-sq	MSE	F	df1	df2	p
.1287	.0166	.4283	6.1980	1.0000	368.0000	.0132

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.7700	.1734	21.7425	.0000	3.4290	4.1109
F_HW	.1214	.0488	2.4896	.0132	.0255	.2174

Standardized coefficients

	coeff
F_HW	.1287

Covariance matrix of regression parameter estimates:

	constant	F_HW
--	----------	------

constant	.0301	-.0083
F_HW	-.0083	.0024

OUTCOME VARIABLE:

F_JS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3216	.1034	.3062	42.4450	1.0000	368.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.9292	.1466	19.9808	.0000	2.6409	3.2175
F_HW	.2687	.0412	6.5150	.0000	.1876	.3498

Standardized coefficients

	coeff
F_HW	.3216

Covariance matrix of regression parameter estimates:

	constant	F_HW
constant	.0215	-.0059
F_HW	-.0059	.0017

OUTCOME VARIABLE:

F_JSAT

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2835	.0804	.5914	32.1584	1.0000	368.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6643	.2038	13.0757	.0000	2.2636	3.0650
F_HW	.3251	.0573	5.6708	.0000	.2124	.4378

Standardized coefficients

	coeff
--	-------

F_HW .2835

Covariance matrix of regression parameter estimates:

	constant	F_HW
constant	.0415	-.0115
F_HW	-.0115	.0033

OUTCOME VARIABLE:

F_EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7656	.5861	.1673	129.1962	4.0000	365.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3766	.1742	2.1617	.0313	.0340	.7192
F_HW	.0813	.0327	2.4829	.0135	.0169	.1456
F_CO	.4431	.0393	11.2874	.0000	.3659	.5203
F_JS	.1819	.0465	3.9148	.0001	.0905	.2732
F_JSAT	.2096	.0319	6.5618	.0000	.1468	.2724

Standardized coefficients

	coeff
F_HW	.0898
F_CO	.4618
F_JS	.1678
F_JSAT	.2654

Covariance matrix of regression parameter estimates:

	constant	F_HW	F_CO	F_JS	F_JSAT
constant	.0304	-.0021	-.0028	-.0025	-.0002
F_HW	-.0021	.0011	.0001	-.0004	-.0002
F_CO	-.0028	.0001	.0015	-.0007	-.0003
F_JS	-.0025	-.0004	-.0007	.0022	-.0004
F_JSAT	-.0002	-.0002	-.0003	-.0004	.0010

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

F_EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2784	.0775	.3699	30.9196	1.0000	368.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.1382	.1611	19.4753	.0000	2.8213	3.4550
F_HW	.2521	.0453	5.5605	.0000	.1629	.3412

Standardized coefficients

	coeff
F_HW	.2784

Covariance matrix of regression parameter estimates:

	constant	F_HW
constant	.0260	-.0072
F_HW	-.0072	.0021

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
.2521	.0453	5.5605	.0000	.1629	.3412	.2784

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
.0813	.0327	2.4829	.0135	.0169	.1456	.0898

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.1708	.0373	.0992	.2463
F_CO	.0538	.0209	.0142	.0974
F_JS	.0489	.0149	.0218	.0812
F_JSAT	.0681	.0190	.0339	.1090

Completely standardized indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
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TOTAL	.1887	.0394	.1112	.2652
F_CO	.0594	.0222	.0159	.1040
F_JS	.0540	.0168	.0238	.0906
F_JSAT	.0753	.0202	.0381	.1167

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Appendix VI: Regression Analysis – Moderating role of Gender

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 7

Y : F_EP

X : F_HW

M1 : F_CO

M2 : F_JS

M3 : F_JSAT

W : Gender

Sample

Size: 370

OUTCOME VARIABLE:

F_CO

Model Summary

R	R-sq	MSE	F	df1	df2	p
.1620	.0263	.4264	3.2897	3.0000	366.0000	.0208

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.6551	.6101	4.3517	.0000	1.4553	3.8549
F_HW	.4154	.1663	2.4981	.0129	.0884	.7424
Gender	.6855	.3614	1.8970	.0586	-.0251	1.3962
Int_1	-.1825	.1003	-1.8193	.0697	-.3798	.0148

Product terms key:

Int_1 : F_HW x Gender

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0088	3.3099	1.0000	366.0000	.0697

Focal predict: F_HW (X)

Mod var: Gender (W)

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.2329	.0766	3.0416	.0025	.0823	.3835
2.0000	.0504	.0648	.7768	.4378	-.0771	.1778

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

F_HW Gender F_CO .

BEGIN DATA.

2.8889 1.0000 4.0134

3.4444 1.0000 4.1428

4.1111 1.0000 4.2981

2.8889 2.0000 4.1716

3.4444 2.0000 4.1996

4.1111 2.0000 4.2332

END DATA.

GRAPH/SCATTERPLOT=

F_HW WITH F_CO BY Gender .

OUTCOME VARIABLE:

F_JS

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3865	.1494	.3292	21.4229	3.0000	366.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1434	.5361	3.9979	.0001	1.0891	3.1977
F_HW	.5496	.1461	3.7608	.0002	.2622	.8369

Gender	.4109	.3175	1.2940	.1965	-.2135	1.0353
Int_1	-.1797	.0882	-2.0387	.0422	-.3531	-.0064

Product terms key:

Int_1 : F_HW x Gender

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0097	4.1564	1.0000	366.0000	.0422

Focal predict: F_HW (X)

Mod var: Gender (W)

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.3698	.0673	5.4966	.0000	.2375	.5021
2.0000	.1901	.0570	3.3367	.0009	.0781	.3021

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

F_HW Gender F_JS .

BEGIN DATA.

2.8889	1.0000	3.6227
3.4444	1.0000	3.8281
4.1111	1.0000	4.0747
2.8889	2.0000	3.5143
3.4444	2.0000	3.6199
4.1111	2.0000	3.7467

END DATA.

GRAPH/SCATTERPLOT=

F_HW WITH F_JS BY Gender .

OUTCOME VARIABLE:

F_JSAT

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3880	.1505	.5493	21.6198	3.0000	366.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.4365	.6925	-.6303	.5289	-1.7983	.9253
F_HW	1.2526	.1887	6.6363	.0000	.8814	1.6237
Gender	1.9747	.4102	4.8145	.0000	1.1681	2.7813
Int_1	-.5967	.1139	-5.2402	.0000	-.8207	-.3728

Product terms key:

Int_1 : F_HW x Gender

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0637	27.4601	1.0000	366.0000	.0000

Focal predict: F_HW (X)

Mod var: Gender (W)

Conditional effects of the focal predictor at values of the moderator(s):

Gender	Effect	se	t	p	LLCI	ULCI
1.0000	.6559	.0869	7.5467	.0000	.4850	.8268
2.0000	.0591	.0736	.8036	.4222	-.0856	.2038

Data for visualizing the conditional effect of the focal predictor:

Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

F_HW Gender F_JSAT .

BEGIN DATA.

2.8889	1.0000	3.4329
3.4444	1.0000	3.7973
4.1111	1.0000	4.2345
2.8889	2.0000	3.6837
3.4444	2.0000	3.7166
4.1111	2.0000	3.7560

END DATA.

GRAPH/SCATTERPLOT=

F_HW WITH F_JSAT BY Gender .

OUTCOME VARIABLE:

F_EP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7623	.5812	.1693	126.6138	4.0000	365.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.4151	.1747	2.3762	.0180	.0716	.7587
F_HW	.0847	.0330	2.5667	.0107	.0198	.1496
F_CO	.4726	.0375	12.6054	.0000	.3989	.5464
F_JS	.1345	.0408	3.2970	.0011	.0543	.2148
F_JSAT	.2168	.0320	6.7830	.0000	.1540	.2797

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0847	.0330	2.5667	.0107	.0198	.1496

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

F_HW -> F_CO -> F_EP

Gender	Effect	BootSE	BootLLCI	BootULCI
1.0000	.1101	.0376	.0409	.1906
2.0000	.0238	.0289	-.0330	.0807

Index of moderated mediation (difference between conditional indirect effects):

Index	BootSE	BootLLCI	BootULCI
Gender	-.0863	.0469	-.1823 .0016

INDIRECT EFFECT:

F_HW -> F_JS -> F_EP

Gender	Effect	BootSE	BootLLCI	BootULCI
1.0000	.0497	.0162	.0210	.0834
2.0000	.0256	.0112	.0072	.0505

Index of moderated mediation (difference between conditional indirect effects):

	Index	BootSE	BootLLCI	BootULCI
Gender	-.0242	.0139	-.0547	-.0001

INDIRECT EFFECT:

F_HW -> F_JSAT -> F_EP

Gender	Effect	BootSE	BootLLCI	BootULCI
1.0000	.1422	.0312	.0839	.2084
2.0000	.0128	.0198	-.0260	.0546

Index of moderated mediation (difference between conditional indirect effects):

	Index	BootSE	BootLLCI	BootULCI
Gender	-.1294	.0343	-.2015	-.0663

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

NOTE: Standardized coefficients are not available for models with moderators.

----- END MATRIX -----

Appendix VII: Interview guidelines

The qualitative research is a semi-structured interview and is divided into two main sections. The author chose this method due to its ability to explore Hybrid Work more broadly (Trochim et al., 2016). The purpose of this research is to understand deeply the employees' perceptions and experiences related to Hybrid Work, communication patterns, job security, job satisfaction, and overall performance.

Section I (5 minutes)

In this section, the interviewer and the interviewee(s) will provide with background information. Not only, it helps both Parties to get to know each other but also to trust each other. This should be considered as a breaking the ice section. Questions could be used:

- Could you briefly describe your role and main responsibilities in your organization?
- How long have you been working under a Hybrid Work or flexible work arrangement?

Section II (15-30 minutes)

In the 2nd section, the interviewers start asking questions to elicit rich, in-depth insights that support the development of the conceptual model and the refinement of quantitative survey measures.

Hybrid Work and Performance

- Why did you decide to implement Hybrid Work policy?
- What are the major challenges that you are facing with the Hybrid Work implementation?
- How do you compare the performance of the Hybrid Workers and the non Hybrid Workers?
- What are you doing to ensure that the Hybrid Workers are really working?

Communication

- How do you think about the communication of Hybrid Workers?
- What do you think about the communication among the Hybrid Workers and between them and the leaders of the firm?

Job Security

- Do you think Gen Z employees feel more secure in their jobs under a Hybrid Work model?
- What are some of the factors that you think make them more secure with the job or insecure with their jobs?

Job Satisfaction

- Who would be more satisfied, men or women in hybrid mode?
- Do you think Hybrid Workers are more satisfied with their jobs as compared to those that have to stay in office?

Gender

- And how about genders? Who would deliver more? And who would be more satisfied with Hybrid Mode?
- In terms of challenges, can you elaborate some of the challenges faced by the male hybrid workers versus female workers?

Appendix VIII: Interviewees' responses

Position	Code	Questions	Answers
HR Director	A1	You just mentioned that at any point in time you would have around 50% of your engineer working Hybrid. Why did you decide to implement such policy?	“Because after Covid-19, flexibility is still highly demanded by the employees, especially for this new Generation, the Gen Z. It is pretty hard for us to go against this desire as we still want to recruit easily. You know, in tech industry, we have to rely more on the young generation who has a better tech skills.”
CEO	A2	What are the major challenges that you are facing with the Hybrid Work implementation?	“To be honest, we do not know if our Hybrid Workers really work. We have to rely on trust. We believe that they would have more commitment to the firm if they can do Hybrid.”
COO	A3	What are you doing to ensure that they are really working?	“We monitor the outcomes. You know, KPI and KRA (Key Results Area). We delegate task, we redesign the job description and assign to them accordingly. We also meet with them (not everyday) but regularly to ensure that things are under control.” We know that some companies even have camera or some special software to monitor they Hybrid Workers but we do not want to do that. We respect our

			employees privacy and autonomy and we think that being monitored too closely would increase the level of stress which will affect the outcomes.”
HR Director	A2		“Yeah, it might even make them quit which means I will start all over again”
CEO	A1	How do you compare the performance of the Hybrid Workers and the non Hybrid Workers?	“To be honest, we haven't really looked into this comparison. So far we see that the Hybrid Workers are able to deliver. They seem happy. From our point of view, as long as they deliver and are happy, then we would focus our energy on looking for new clients.”
HR Director	A2		“Well, regarding this question. Some of the engineers said that they can concentrate more at home, in other words. They are not disturbed by any other person.”
COO	A2	Who would be more satisfied, men or women in hybrid mode?	“Well, honestly, I haven't really looked into this matter but sometimes I receive complaints from the female employees that they are struggle with some software installations, update, or some other platforms that we use to facilitate virtual work but not that big a deal. Our IT department can solve this problem easily.”

HR Director	A2	Do you think Gen Z employees feel more secure in their jobs under a Hybrid Work model? “Gen Z employees are typically very comfortable with digital tools, remote collaboration, and managing tasks independently. They’ve grown up in a connected world, so switching between platforms, working asynchronously, and using cloud-based systems feels very natural to them. This fluency helps them thrive in a hybrid setup and gives them confidence in their ability to stay productive and visible, even outside the office. However, job security for Gen Z often depends less on physical location and more on clarity, feedback, and growth opportunities. They want to know how their work contributes to the bigger picture and that their efforts are recognized. If the organization is transparent, provides regular feedback, and has fair performance evaluations, Gen Z workers will feel secure, even in a flexible model. On the flip side, because many of them are early in their careers, they may feel unsure if they don’t have enough mentorship or face time with managers. That’s why in hybrid environments, we put a strong emphasis on structured onboarding, mentorship programs, and regular check-ins. So overall, I’d say Gen Z can feel very secure in Hybrid Work, even more so than other generations, as long as the company provides guidance, recognition, and clear career paths. Flexibility alone isn’t enough; they also want to feel seen, supported, and valued.”
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Deputy General Director	B1	Thank you for joining us today. First, why did you decide to implement a Hybrid Work policy?	“Thank you for having me. We decided to implement the Hybrid Work policy for several reasons. First, the pandemic accelerated the need for flexible work models, and we saw that many of our employees were just as productive, if not more, when working remotely. Second, as an IT company, much of our work can be done from anywhere with a stable internet connection. Third, employee retention and satisfaction are very important to us, and Hybrid Work was something our teams clearly wanted. It helps us attract and retain talent, especially among younger professionals who value flexibility and work-life balance.”
IT Manager	B3	What are the major challenges that you are facing with the Hybrid Work implementation?	“One major challenge is maintaining team cohesion and collaboration. While technology helps, it can't fully replace the creativity and connection that often happen during face-to-face interactions. Another challenge is ensuring accountability and managing performance without micromanaging. Some managers were used to monitoring productivity based on visibility rather than output. There's also the issue of communication, misunderstandings or delays happen more often when people are not in the same room.”
Deputy General Director	B1	What are you doing to ensure that they are really working?	“We take a few approaches. First, we focus on outcomes rather than hours. Each team sets clear goals and deliverables, and we track progress through regular check-ins and digital project management tools. Second, we provide training for both employees and managers on how to work effectively in a hybrid

			environment, including communication norms, availability expectations, and time management. Lastly, we gather regular feedback through surveys and one-on-one conversations to adjust policies and address any concerns early.”
HR Manager	B2	How do you compare the performance of the Hybrid Workers and the non-Hybrid Workers?	“So far, performance between the two groups has been quite comparable. Sometimes, Hybrid Workers actually outperform others because they have more autonomy and fewer distractions at home. That said, performance also depends heavily on the individual's role, personality, and how well they manage their time. The key difference we’ve observed is not so much in raw output, but in communication style and collaboration habits. Hybrid workers need to be more proactive and disciplined about staying engaged with their teams.”
HR Manager	B2	And how about genders? Who would deliver more? And who would be more satisfied with Hybrid Mode?	“That’s a very insightful question. Based on what I’ve observed in our team, and also considering broader workplace trends, I would say that women tend to report higher satisfaction with Hybrid Work compared to men. One major reason is that Hybrid Work offers greater flexibility, which is especially valuable for many women who are still more likely to juggle professional responsibilities alongside caregiving or family roles. The ability to work from home, even part of the week, gives them more control over their time and reduces the stress of commuting or constantly having to manage both roles in a rigid schedule.

			Additionally, I think some women find the hybrid setting more empowering — it allows them to focus on their work without some of the distractions or gender-based dynamics that can sometimes be present in the traditional office setting. In virtual environments, things like interruptions or being talked over can actually decrease if the team uses the right communication tools and norms.
Project Leader	B4	How do you think about the communication of Hybrid Workers?	“That’s a great question. Communication is one of the most critical, and most challenging, aspects of Hybrid Work. From my experience, Hybrid Workers need to be much more intentional and structured in how they communicate. In a traditional office setting, it’s easy to have quick, informal check-ins or overhear updates. But when someone is working remotely, those casual interactions disappear. So, we’ve had to encourage clearer communication habits, like documenting updates in shared platforms, being responsive on messaging apps, and setting regular video meetings. Another thing I’ve noticed is that communication gaps can easily grow if expectations aren’t clear. Some people overcommunicate to stay visible, while others disappear into “silent mode,” which can create confusion or feelings of

			disconnect. That's why we've introduced team-wide communication guidelines, for example, expected response times, preferred tools, and shared calendars."
HR Manager	B2	Do you think your staff ever feel insecure about their jobs when in Hybrid Mode?	"Yes, that's a very real concern, and we've seen signs of it among some staff, especially in the early stages of implementing Hybrid Work and those senior staff. The Gen Z seems not as worried. When employees aren't physically present in the office, they sometimes worry about visibility, the fear that out of sight might mean out of mind. Some worry that they won't be recognized for their contributions or that they'll miss out on opportunities, like promotions or key projects, simply because they're not seen as often as their in-office colleagues. There's also a psychological element. Without the daily face-to-face interaction with managers and teammates, some employees can start to feel isolated or less connected to the company. That can gradually lead to doubts about whether they're still "in the loop" or valued by the organization. We've tried to address this by being very transparent about how performance is measured, making it clear that output, not physical presence, is what matters most. We also encourage managers to recognize achievements regularly and ensure that career development conversations happen for everyone, regardless of where they work."

Deputy General Director	B1		“That said, job security in Hybrid Mode really comes down to trust. If employees feel trusted and supported, and if communication from leadership is consistent and fair, their sense of security is much stronger. So we focus on building that trust through open dialogue, clear expectations, and equal access to growth opportunities.”
HR Manager	B2	Do you think Hybrid Workers are more satisfied with their jobs as compared to those that have to stay in office?	“In general, yes. Hybrid Workers tend to report higher job satisfaction compared to those who are required to stay in the office full-time. But it's important to understand why. One of the main drivers is flexibility. Many employees value being able to manage their own schedules, avoid long commutes, and create a work environment that suits their personal preferences. That flexibility often leads to better work-life balance, less stress, and a greater sense of autonomy, all of which contribute to job satisfaction. We’ve found that parents, caregivers, and those with long travel times particularly appreciate the Hybrid model. They feel like they can better manage both professional and personal responsibilities without sacrificing one for the other. However, it’s not always black and white. Some employees who work better in structured environments or rely heavily on in-person collaboration might prefer the office. We’ve also seen cases where too much remote work can lead to

			isolation or burnout, especially if boundaries between work and home aren't well managed. So while Hybrid Workers, on average, show more satisfaction, the key to success is offering choice and support. People work differently, and the best outcomes happen when employees feel they have both flexibility and the tools, trust, and structure to thrive, no matter where they are.”
CEO	C1	Why did you decide to implement Hybrid Work policy?	“The decision to implement Hybrid Work was both strategic and inevitable. First, we saw during the pandemic that productivity did not decline, in fact, some teams thrived. Second, the talent market has changed. Today's workforce, especially in the tech sector, expects flexibility. If we want to attract and retain top talent, we need to meet those expectations. Lastly, as a CEO, I believe that focusing on results rather than physical presence reflects the direction of modern, agile organizations. Hybrid Work helps us stay competitive, responsive, and people-centered. This decision was very hard for me because in our culture and also my belief, it appears the stick works better than the carrot but recent interviews with the Generation Z applicant is forcing me to change my mind. They seem to pay a lot of attention to flexibility at work. We have suffered a high turn over rate in the last few years despite of a 10%-15% higher than the industry average salary. I

			decided to implement Hybrid in early 2024. So far everything is gradually improving.”
HR Manager	C3	What are the major challenges that you are facing with the Hybrid Work implementation?	“From a leadership standpoint, the biggest challenge is cultural consistency. When employees are scattered across locations, it’s harder to maintain a shared sense of purpose and values. There's also the challenge of fairness, ensuring that opportunities, recognition, and promotions are not biased toward those who come to the office more often. Operationally, ensuring secure and smooth collaboration between hybrid and in-office staff is also complex. But we see these as growing pains, part of adapting to a new era of work.”
HR Manager	C3	Who would be more satisfied, men or women in hybrid mode?	“Uhm..., I never thought of that. Generally I think they are both happy but it seems like women express their satisfaction more according to what I have been told because they can adjust time for family matters but only those who are married or have kids. The younger females do not really talk about it. They might use their flexible time in Highland Coffee or Starbucks.”
CTO	C2	What are you doing to ensure that they are really working?	“Our focus is on outcomes, not how many days our staff come to the office. We’ve established clear KPIs and deliverables across teams. Managers are trained to lead with trust and accountability, not surveillance. We also invest in digital tools that promote visibility and transparency, from project dashboards to regular reporting systems. At the same time, we foster a culture of performance,

			not presence. If the work is being delivered with quality and on time, that's what matters.”
CTO	C2	How do you compare the performance of the Hybrid Workers and the non-Hybrid Workers?	“Overall, performance is comparable, in some cases, even stronger from Hybrid Workers, especially the Gen Z. Percentage wise, it could be around 5-10% higher. When people are trusted with flexibility, many become more focused and efficient. But it also depends on the individual and the nature of the role. Creative work, deep focus tasks, and coding can often be done better from a quiet remote setup. On the other hand, roles that require rapid collaboration or mentorship may benefit from in-office time. I think from an engineer point of view, if a worker or a team are able to distribute tasks versus location smartly, their performance would be better than those who work in the office.”
CEO	C1	How do you think about the communication of Hybrid Workers?	“Communication in a hybrid environment must evolve. It needs to be more intentional, inclusive, and transparent. We can't rely on hallway chats anymore. So we've standardized tools and norms, regular check-ins, clear written updates, and asynchronous collaboration. One thing I emphasize as CEO is that leaders must overcommunicate, especially when it comes to vision, priorities, and company direction, so that no one feels left out of the loop, whether they're remote or in the office.”

HR Manager	C3	Do you think your staff ever feel insecure about their jobs when in Hybrid Mode?	“From what I’ve seen, Hybrid Work has actually enhanced the performance and engagement of our Generation Z employees. They’re digital natives, they’ve grown up using technology, multitasking across devices, and communicating online, so the transition to hybrid or remote work has been incredibly natural for them. They’re very comfortable with digital collaboration tools like Slack, Notion, Trello, and video conferencing. In fact, they often help other team members adopt and make better use of these platforms. What’s more impressive is their ability to build strong working relationships virtually, they’re not afraid to speak up in video meetings, share ideas in group chats, or even create informal online communities to support one another. Hybrid Work also gives them the autonomy and flexibility they value. Gen Z tends to care deeply about work-life balance, purpose, and having a say in how they work, and the hybrid model supports all of that. I’ve noticed that when they feel trusted and have control over their environment, they produce really high-quality work and bring creative ideas to the table. Another advantage is that Gen Z workers are lifelong learners. They’re quick to find online resources, experiment with tools, and adapt to new workflows. In a hybrid setting, where agility and digital fluency matter more than ever, that mindset is a huge asset to the team.
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			So overall, Hybrid Work isn't just working for Gen Z. I'd say it's bringing out their strengths and helping them thrive in ways that a traditional office setup might not have allowed."
HR Manager	C3	Do you think Hybrid Workers are more satisfied with their jobs as compared to those that have to stay in office?	"Generally, yes. Hybrid Workers often report greater satisfaction because they have more control over their time. Flexibility leads to better work-life balance, less stress, and higher engagement, all of which benefit both the employee and the company. But not everyone prefers it. Some people miss the structure and social aspects of the office. That's why we don't force a one-size-fits-all model. We believe in empowered choice, and when people can choose the environment that helps them thrive, satisfaction naturally increases."
COO	D1	Why did you decide to implement Hybrid Work policy?	"The Hybrid Work model is a response to changing expectations in the tech industry. It's no longer realistic to expect all employees to work 100% on-site, especially when the nature of our work, software development, digital services, cloud infrastructure, can be done remotely. That said, as COO, my priority is operational consistency and control, so while we support Hybrid Work, we do so within a clearly defined framework. Flexibility is a benefit, but accountability is non-negotiable."
COO	D1	What are the major challenges that you are facing with the	"The main challenge is ensuring that productivity and security remain at high levels when employees are outside the office. In an IT environment, downtime, distraction, or data leaks can have significant consequences. There's also the

		Hybrid Work implementation?	issue of uneven performance. Some employees adapt well to remote settings; others struggle with time management or self-discipline. From an operational standpoint, it's our responsibility to close that gap through systems, tools, and clear policies.”
Project Manager	D2	What are you doing to ensure that they are really working?	“We’ve implemented a structured monitoring approach, activity tracking software, time logs, system usage reports, to ensure transparency. We’re not doing this to micromanage, but to maintain accountability across the board. Employees are informed about the tools we use, and we balance this with trust and respect. We also require daily check-ins, weekly sprint reviews, and detailed reporting to help managers stay aligned with remote teams. In essence, we trust our people, but we also verify.”
Project Manager	D3	How do you compare the performance of the Hybrid Workers and the non-Hybrid Workers?	“Performance varies depending on the role and the person, but with our monitoring tools in place, we’ve been able to identify clear trends. Hybrid Workers can be just as productive, or more, when given structure and clear expectations. However, we’ve also seen cases where performance dips when accountability isn’t actively enforced. That’s why we take a data-driven approach to evaluating productivity. It removes subjectivity and ensures that performance is judged fairly, regardless of work location.”

Team Leader	D4	How do you think about the communication of Hybrid Workers?	Communication is more complicated when people aren't physically together, so we compensate by being more structured. We use digital tools like Slack, Teams, and Notion, but we also enforce mandatory communication routines, such as stand-up meetings, end-of-day reports, and shared documentation. Hybrid Workers must be proactive and responsive. If communication breaks down, it affects delivery timelines, so we set clear protocols and hold people accountable for following them. Generations wise, I can see that the Generation Z is more comfortable with distant communication as compared to the others.”
COO	D1	Do you think employees feel more secure with their jobs in a Hybrid Work model?	“It really depends on how the Hybrid Work model is implemented and how transparent the organization is in its communication. That said, when managed well, Hybrid Work can actually increase employees’ sense of job security, especially when it's positioned as a long-term, strategic choice rather than a temporary adjustment. In companies where performance is measured based on clear outcomes rather than physical presence, employees often feel more trusted and empowered. That trust can translate into greater psychological safety and a stronger sense of stability in their roles. Hybrid Work also gives people more control over their schedules, which improves work-life balance, and when employees feel less burnt out, they tend to feel more committed and secure in their positions. On the other hand, if hybrid policies are unclear, or if employees feel like remote

			workers are “less visible” to leadership, it can create insecurity. That’s why it’s so important for organizations to establish fair evaluation systems, consistent communication routines, and equal access to opportunities, regardless of where someone is working. So overall, yes, I do believe that Hybrid Work, when thoughtfully designed and well-communicated, can contribute to greater job security and employee confidence.”
Deputy HR Manager	D3	Do you think Hybrid Workers are more satisfied with their jobs as compared to those that have to stay in office?	“I’d say it depends on how structured the person is. Some people thrive in a Hybrid model because they value flexibility. Others prefer the predictability and social interaction of the office. What we’ve learned is that Hybrid satisfaction depends on clear boundaries and strong systems. When those are in place, and when people feel supported, satisfaction levels tend to be higher. But without structure, Hybrid Work can quickly turn into a source of stress, especially for roles with high deliverable pressure.”
Team leader	D3	Who would be more satisfied, men or women in hybrid mode?	“Well, I do not see much difference. I supervise a group of 6 engineers who only come to the office 2 - 3 times per week. The gender number in the group is equal. They seem also to be equally satisfied.”