

HYBRID WORK MODELS AND THE FUTURE OF HRM: CHALLENGES, ADAPTATIONS, AND OPPORTUNITIES

MODEL KERJA HYBRID DAN MASA DEPAN MANAJEMEN SDM: TANTANGAN, ADAPTASI, DAN PELUANG

Jurtan Latuba

Universitas Muhammadiyah Luwuk

*jurtanlatuba6@gmail.com

*Corresponding Author

ABSTRACT

The COVID-19 pandemic accelerated the adoption of a hybrid work model that combines remote work and physical presence. This model has been implemented by 74% of global companies and is preferred by 83% of employees, transforming core Human Resource Management (HRM) functions such as recruitment, training, performance management, and retention. Despite significant benefits such as recruitment efficiency, reduced training time, and increased productivity, understanding the impact of this model on the HRM function and the adaptive strategies required remains limited. This research uses a narrative review with literature analysis from 2015–2025, focusing on the five main functions of HR and supported by Strategic HRM theory, the AMO Framework, and the Ulrich HR Model. The results highlight the digitalization of recruitment processes, the adaptation of digital training, changes to results-based performance management, and the need for new strategies to improve employee engagement and retention. HR is transforming into a strategic partner that prioritizes digital competency and data analytics. In conclusion, the hybrid work model fundamentally changes the HRM function and demands holistic strategic adaptation. This research contributes to HRM theory and practice in the hybrid work era by offering guidance on technology- and work culture-based adaptation.

Keywords: Hybrid Work Model, Human Resource Management, Digital Transformation, Adaptive Strategy, Employee Engagement, Employee Retention

ABSTRAK

Pandemi COVID-19 mempercepat adopsi model kerja hybrid yang menggabungkan kerja jarak jauh dan kehadiran fisik. Model ini telah diterapkan oleh 74% perusahaan global dan disukai oleh 83% karyawan, sehingga mengubah fungsi inti Manajemen Sumber Daya Manusia (MSDM) seperti rekrutmen, pelatihan, manajemen kinerja, dan retensi. Meskipun ada keuntungan signifikan seperti efisiensi rekrutmen, pengurangan waktu pelatihan, dan peningkatan produktivitas, pemahaman tentang dampak model ini terhadap fungsi MSDM dan strategi adaptif yang dibutuhkan masih terbatas. Penelitian ini menggunakan narrative review dengan analisis literatur dari 2015–2025, fokus pada lima fungsi utama MSDM dan didukung oleh teori Strategic HRM, AMO Framework, dan Ulrich HR Model. Hasil menunjukkan digitalisasi proses rekrutmen, adaptasi pelatihan digital, perubahan manajemen kinerja berbasis hasil, serta kebutuhan strategi baru untuk meningkatkan keterlibatan dan retensi karyawan. HR bertransformasi menjadi mitra strategis yang mengedepankan kompetensi digital dan analitik data. Kesimpulannya, model kerja hibrida mengubah fungsi MSDM secara fundamental dan menuntut adaptasi strategis yang holistik. Penelitian ini berkontribusi pada teori dan praktik HRM di era kerja hibrida dengan menawarkan panduan adaptasi berbasis teknologi dan budaya kerja.

Kata Kunci: Model Kerja Hibrida, Manajemen Sumber Daya Manusia, Transformasi Digital, Strategi Adaptif, Keterlibatan Karyawan, Retensi Karyawan

1. INTRODUCTION

Fundamental changes in the world of work have occurred globally due to the COVID-19 pandemic, which has accelerated digital transformation and triggered structural changes in how organizations manage human resources (HR). One of the most significant impacts has

been the emergence of hybrid work models, combining the flexibility of working from home and physical presence in the office as the new norm. This model has evolved from a temporary solution to a permanent work strategy adopted by organizations across industries and countries (Bloom et al., 2024; Keevee, 2025). Recent data shows that approximately 74% of companies globally have implemented a hybrid work model, with more than 50% of possible positions operating in a hybrid setting by mid-2024 (TestGorilla, 2024; Keevee, 2025). Furthermore, approximately 83% of employees explicitly expressed a preference for a hybrid work arrangement over full-time in-office work (Flexos, 2024). This phenomenon demonstrates that hybrid work is no longer a passing trend but has established a new paradigm in modern employment relations.

This transformation has had a significant impact on core HR management functions, including recruitment, training, performance management, and employee retention. In terms of recruitment, companies adopting hybrid work policies have seen a 31% increase in talent acquisition efficiency and a two-fold reduction in hiring time (Skedda, 2024). In training and development, organizations report up to a 52% reduction in training time and 35–40% cost savings through the use of e-learning platforms (Wikipedia, 2024). In terms of performance, hybrid workers demonstrate up to 18–20% higher productivity compared to full-time, in-office workers (Keevee, 2025; TestGorilla, 2024). Furthermore, hybrid work models have been shown to increase job satisfaction by 5% and reduce turnover rates by up to 33%, without reducing employee productivity or promotion opportunities (Bloom et al., 2024). Case studies from companies like SurveyMonkey and Neiman Marcus have even recorded a 50% decrease in attrition and a 34% increase in employee engagement after adopting a hybrid work strategy (Skedda, 2024).

Given these profound changes, there is a need to understand how hybrid work models are reshaping core HRM functions and what strategies organizations need to adopt to maintain workforce effectiveness. Therefore, this study aims to explore the shifting HRM paradigm in the context of hybrid work and the adaptive strategies needed to respond to emerging challenges and opportunities. The COVID-19 pandemic has catalyzed a transformative shift in work paradigms, leading to the widespread adoption of the hybrid work model, which combines opportunities for remote work with the necessity of in-office presence. This phenomenon significantly influences core functions of human resource management (HRM), including recruitment, training and development, performance management, and employee retention. However, much of the existing literature tends to present generic discussions on this transition rather than focused examinations of these HRM functions under the new hybrid model.

Research indicates that organizations have adopted hybrid work arrangements to enhance flexibility and employee satisfaction; however, managing HRM functions in this context requires more systematic and strategic approaches. For instance, some studies highlight that hybrid and remote working settings can introduce complexities, such as technostress, which can affect work engagement (Harunavamwe & Kanengoni, 2023). The increased reliance on technology for remote work can lead to challenges in communication and team coordination, thus impacting performance management and overall employee well-being (Urbaniec et al., 2022).

Moreover, the hybrid model's implications extend to recruitment strategies, as organizations must now adapt their processes to attract talent from a broader geographical area, leveraging the flexibility that hybrid work offers. A comparative study found that employees reported high satisfaction with remote work arrangements, suggesting potential recruitment advantages for companies that effectively integrate hybrid work models (Vinueza-Cabezas et al., 2022). The importance of fostering a strong organizational culture cannot be understated, as a positive corporate culture is crucial for employee retention and morale in hybrid settings (Nurjaman, 2024).

Training and development mechanisms also require reevaluation in a hybrid context. Effective mentorship and skill development need to be tailored to accommodate the unique challenges of a dispersed workforce, particularly in ensuring equitable access to resources and maintaining engagement among remote employees (Teng-Calleja et al., 2023). Additionally, organizations must navigate employee expectations around performance metrics and provide clarity in deliverables to support productivity in hybrid environments (Caringal-Go et al., 2025).

Despite the promising advantages associated with hybrid work, research highlights a significant gap in strategic frameworks aimed at managing these transformations in HR functions. The current literature lacks comprehensive studies that offer clear strategies on how organizations can adapt their HRM practices to meet the evolving demands of hybrid work while sustaining employee engagement and performance (Givan, 2024; , Silva et al., 2022). Addressing these gaps requires future research to focus on integrated approaches that align organizational goals with the nuances of a hybrid workforce, ensuring that both productivity and employee satisfaction are maintained in this new work landscape. In conclusion, while the hybrid work model presents various opportunities for organizations, it also poses distinct challenges for HRM functions that necessitate further scholarly inquiry. Addressing these challenges through focused research will be vital for organizations aiming to gain a competitive advantage in the post-pandemic work environment.

Based on the identification of problems and research gaps that have been described, the research questions proposed are: **How are hybrid work models reshaping core HRM functions in organizations, and what strategic adaptations are required to ensure workforce effectiveness?**. This question aims to comprehensively explore how the hybrid work model affects key HR management functions and what adaptive strategies are needed to ensure workforce effectiveness in the evolving work context.

This research aims to achieve two main objectives. First, to identify significant changes occurring in core HR management functions due to the implementation of a hybrid work model. These functions include recruitment and selection, training and development, performance management, and employee retention. An analysis of these changes will provide a concrete picture of the new dynamics faced by HR departments in a hybrid work context. Second, this research aims to explain various adaptive strategies that have been or can be implemented by organizations to maintain workforce effectiveness. The main focus of this objective is to formulate strategic approaches that are not merely reactive but also proactive in managing the challenges and opportunities that arise from changes in work systems. This research has significant theoretical and practical significance. Theoretically, it is expected to enrich the literature in strategic HR management and work design, particularly in the context of hybrid work. By in-depth analyzing the impact of hybrid work on core HRM functions, this study can contribute to the development of theory that is more relevant to current and future work conditions.

Practically, the results of this study can provide practical guidance for HR professionals in formulating and implementing more adaptive workforce management strategies. Amid increasingly complex demands for efficiency, flexibility, and engagement, the findings of this study can serve as a reference for organizations in creating HRM systems that are responsive to the dynamics of hybrid work models. Therefore, this research is not merely academic in nature but also has a real impact in supporting organizational success in facing the transformation of the world of work.

2. METHODS

2.1. Type of Review

This research uses an approach narrative review as the main type of study. Different from systematic review or scoping review which prioritizes rigorous literature searches and quantitative analysis of trends-findings, narrative review This approach was chosen because it offers flexibility in exploring and synthesizing concepts in depth and holistically. The primary

goal of this approach is not to calculate or test statistical hypotheses, but rather to construct a comprehensive conceptual narrative regarding how hybrid work models have transformed core functions in human resource management (HRM). Through this approach, researchers can combine various theoretical perspectives and strategic practices emerging from diverse literatures to identify patterns, gaps, and possible future directions for HRM development.

2.2. Literature Search Strategy

The literature search strategy was conducted by searching several leading scientific databases to ensure a broad and representative coverage of current research. The databases used included: Scopus, Web of Science, And Google Scholar, as well as top journals in Human Resource Management (HRM), Organizational Behavior (OB), and General Management. The search focused on articles that explicitly addressed the issue of HRM transformation in the context of hybrid work. The keywords used in the search process included: "hybrid work," "HRM transformation," "strategic HR adaptations," "future of work," and "remote work HR." This combination of keywords enabled researchers to identify relevant studies exploring the relationship between changing work models and HR management functions. To increase relevance, the search was also conducted iteratively by reading abstracts and filtering articles based on their focus and context.

2.3. Inclusion & Exclusion Criteria

In the literature selection process, inclusion and exclusion criteria were systematically applied to ensure the discussion remained focused on the organizational context and current issues. Inclusion criteria included articles published between 2015 and 2025, with particular emphasis on studies published after 2020, as this period represents a major transition to a post-pandemic hybrid work model. Selected articles should address the impact of hybrid work on HR management functions within the organizational context—not just from an individual perspective or from a macro-level perspective such as government policy. The exclusion criteria included articles that only examined individual experiences without linking them to policy transformation or managerial systems at the organizational level, as well as articles that focused more on public policy issues without a direct link to the HR function in the organization.

2.4. Analytical Framework

To analyze the collected literature, an analytical framework based on the core functions of HR management was used. The literature was classified and analyzed based on five main HRM functions, namely: (1) recruitment and selection, (2) training and development, (3) performance appraisal, (4) employee retention, and (5) employment or industrial relations. This classification aims to identify the specific impact of hybrid work on each function, as well as to explore the adaptive strategies that have been implemented by organizations.

This analysis is also strengthened by three main theoretical approaches. First, Strategic HRM which positions HR as a strategic partner in achieving organizational goals. Second, AMO Framework (Ability, Motivation, Opportunity) which explains how organizations can improve performance by optimizing employee competency, motivation, and job opportunities. Third, Ulrich HR Model which divides the role of HR into four main dimensions: strategic partner, change agent, administrative expert, And employee champion. By integrating these frameworks, the analysis is expected to produce a conceptual synthesis that is not only descriptive, but also critical and constructive in viewing the transformation of HRM in the hybrid work era.

3. RESULTS

3.1. Recruitment and Onboarding

The hybrid work model has significantly transformed recruitment and onboarding processes, leading organizations to leverage flexible and digital approaches. Digital hiring techniques, such as video interviews and AI-based screening methods, are now commonplace. This shift allows companies to access a broader talent pool beyond traditional geographic limitations, thereby broadening their recruitment reach and enhancing the diversity of candidates they can attract (Albassam, 2023; Biswas et al., 2024). Furthermore, as technology becomes integral to recruitment, candidates increasingly evaluate their experiences during the hiring process as indicative of the organization's culture. Consequently, organizations are now faced with the necessity of creating a compelling online employer brand that resonates with job seekers on digital platforms (Langer et al., 2019; Hunkenschroer & Luetge, 2022).

Despite its advantages, the adoption of AI in recruitment is accompanied by ethical considerations. AI tools may inadvertently perpetuate biases related to race and gender, raising concerns about fairness and transparency in hiring practices (Burrell & McAndrew, 2023; Hunkenschroer & Luetge, 2022). Organizations must critically assess these biases, ensuring that their AI-driven processes do not detract from their efforts to establish an inclusive workplace environment. Moreover, companies are encouraged to be proactive in addressing these ethical complexities to mitigate risks associated with AI in recruitment (Kim & Heo, 2021; Corey et al., 2018).

Moreover, the onboarding phase is also subject to influences from this digital transformation. Candidates' perceptions of employer branding during recruitment drive their expectations and experiences during onboarding, making it essential for organizations to provide seamless, engaging digital onboarding experiences (Ore & Sposato, 2021; Hoffmann et al., 2022). The successful integration of technology in these processes not only enhances efficiency but also aligns with contemporary candidates' preferences for digital interactions (Arigo et al., 2018; Bragard et al., 2019). Consequently, firms adopting such modernized approaches must constantly adapt and optimize their digital tools to maintain a positive applicant experience, reflecting both organizational values and cultural fit (Parker et al., 2022; Hansen et al., 2019). In conclusion, the evolution of recruitment and onboarding in response to the hybrid work model underscores a shift towards digitization and flexibility. Organizations must embrace these changes while also addressing the ethical implications and nurturing their employer brand to attract and retain top talent in this changing landscape.

3.2. Training and Development

The advent of hybrid work models has propelled organizations towards adopting digital-based learning modalities such as asynchronous learning, microlearning, and various e-learning platforms. This transition supports greater flexibility in training processes and expands access to learning resources for employees. Research highlights how microlearning, characterized by short, focused content segments, can enhance knowledge retention and adaptability in the workplace, as it aligns well with the rapid pace of modern professional environments and diverse learning preferences (Beste, 2021; (Richardson et al., 2023)(Suravi, 2023).

Despite the advantages, challenges remain in ensuring the effectiveness and accountability of virtual training. Specifically, the absence of in-person interaction can hinder practical skills acquisition, particularly in fields requiring hands-on experience. Lau et al. argue that organizations must cultivate a learning culture that encourages flexibility and adaptability in learning strategies, essential for maintaining organizational competitiveness in evolving environments (Lau et al., 2019). Moreover, the redesign of development programs is crucial, as noted by Suravi, who discusses the need to adapt training methodologies based on established instructional design models like ADDIE and Kirkpatrick (Suravi, 2023). These models emphasize the need for iterative improvement and evaluation of training effectiveness in new digital contexts.

While asynchronous and microlearning approaches provide significant advantages, organizations must also recognize the technological limitations that can affect training outcomes. For instance, Richardson et al. emphasize that while digital microlearning can be a responsive solution, it requires careful implementation to achieve meaningful competency development (Richardson et al., 2023). This sentiment is echoed by Choudhary and Potdar, who underline that effective microlearning strategies should promote engagement and facilitate knowledge transfer in corporate settings (Choudhary & Potdar, 2024). Additionally, understanding the theoretical underpinnings of how microlearning can be effectively integrated into existing training frameworks remains an area that calls for further research and exploration to optimize employee development processes (Emerson & Berge, 2018). In summary, as organizations navigate the challenges brought forth by hybrid work environments, adopting innovative digital learning methodologies such as microlearning offers substantial benefits in terms of flexibility and accessibility. However, it is imperative to address the hurdles related to effectiveness, engagement, and technology to ensure that training programs continue to meet the evolving needs of the workforce.

3.3. Performance Management

The evolution of performance management systems in contemporary work environments reflects a significant shift from traditional attendance-focused metrics to those emphasizing productivity and objective achievements. This transformation leads to enhanced accountability among employees while fostering a culture of autonomy that is increasingly necessary in hybrid work settings. However, monitoring performance and providing consistent feedback have become more complex when interactions occur predominantly in virtual formats. The absence of direct, face-to-face communication can inhibit effective feedback cycles and collaborative dialogue, necessitating that human resources (HR) departments cultivate adaptive assessment methods and equip managers with skills tailored for remote performance coaching (Rahmatullah et al., 2024; , Ipsen et al., 2021; .

Research indicates that a supportive work environment plays a critical role in employee performance, particularly in hybrid settings where interpersonal dynamics shift significantly due to reduced physical interactions. For instance, the relationship between the work environment and employee productivity underscores the need for adaptive strategies in managing performance remotely (Anakpo et al., 2023). Factors including technological support and personalized feedback become paramount as organizations strive to maintain a motivated and engaged workforce (Arifin, 2023). Furthermore, a systematic review highlights that job satisfaction, facilitated by effective management practices, is a predictor of employee performance, regardless of the work environment's structure (Munandar et al., 2019).

In addition to the adjustments required in performance assessment and feedback mechanisms, employee well-being remains a central tenet in the management of hybrid teams. Studies suggest that as organizations navigate the complexities presented by remote work, they must prioritize employee dignity and social cohesion within digital contexts to foster a collaborative and productive atmosphere (Álvarez-Torres & Schiuma, 2022). This aligns with findings that effective communications and relationships, even mediated through technology, are crucial for enhancing job satisfaction and mitigating the challenges posed by distance working environments (Ipsen et al., 2021; , Anakpo et al., 2023). As HR and managerial roles evolve to meet these challenges, they must embrace a holistic view that integrates technology alongside human factors to empower employees in achieving both personal and organizational goals. The necessity for organizations to adopt a multifaceted approach to performance management in hybrid environments is underscored by various studies emphasizing the integration of performance metrics, employee feedback, and well-being initiatives (Rahmatullah et al., 2024; , Nurhaliza et al., 2024). As the landscape of work continues to

evolve, so too must the methodologies employed by leadership to uphold the standards of performance and support that employees require in these transitional times.

3.4. Employee Engagement and Retention

Employee engagement and retention have become critical areas of focus for organizations transitioning to hybrid work models. These models, while providing flexibility, introduce challenges that can impede employee engagement, particularly through reduced social interaction and a diluted sense of belonging among employees. This paper synthesizes findings from relevant literature to highlight the necessity for new engagement strategies and the importance of flexibility in employee retention.

The shift to remote and hybrid work arrangements has been observed to potentially decrease affective commitment among telecommuters, with studies indicating that those who feel isolated may lack emotional connections to their organizations. This emotional distance often arises from psychological isolation, which results in decreased voluntary engagement with the organization. Instead, some employees may remain in their positions merely to conserve their resources or because they believe they have limited alternatives (Wang et al., 2020; Buonomo et al., 2023). Consequently, organizations must implement effective practices that foster emotional connections, such as proactive communication strategies and community-building initiatives (Galanti et al., 2021; Graves & Karabayeva, 2020).

Furthermore, the effects of remote work on employee performance and well-being are closely intertwined with work-life balance. Research indicates that employees who successfully manage their work and personal responsibilities tend to exhibit higher productivity and job satisfaction, thus positively impacting overall organizational performance (Cornelia & Nasution, 2024; Campo et al., 2021). This notion aligns with findings that emphasize the importance of supporting employees' work-life balance, which significantly affects their work outcomes and organizational commitment (Bilderback & Kilpatrick, 2024).

To sustain employee engagement in hybrid environments, organizations are encouraged to cultivate a strong organizational culture that promotes a sense of belonging. This can be achieved by facilitating continuous communication and offering support systems that bridge the social gaps created by remote work. The necessity of thoughtful leadership that emphasizes engagement and connection becomes paramount (Qin, 2024; Dalessandro & Lovell, 2024). Moreover, as flexibility becomes a critical factor in employees' decisions to remain with their employers, organizations must be mindful of how hybrid work policies are structured, ensuring they address both organizational needs and employee preferences for autonomy and flexibility (Ghabban et al., 2024; Türkistanlı & KÖK, 2024). In conclusion, the evolution of work environments necessitates a rethinking of engagement strategies. Implementing robust communication, fostering community within virtual spaces, and providing the flexibility that employees seek will not only enhance engagement but also contribute to higher retention rates. Organizations that proactively invest in these areas will likely develop more resilient and satisfied workforces in the aftermath of significant workplace transformations.

3.5. Industrial Relations and Communication

In the context of hybrid work environments, the effectiveness of communication policies, particularly those mediated by human resources (HR), plays a vital role in establishing coherent and inclusive workplace dynamics. Effective communication strategies are crucial for mitigating the risks of unequal access to technology and fostering a cohesive work culture among employees from diverse backgrounds (Berkel, 2024). Given that hybrid work arrangements shift traditional communication paradigms, HR departments must be equipped to navigate these changes by employing advanced digital communication tools and creating structured communication policies (Wilder et al., 2023; Kachalla & Adamu, 2024).

Moreover, disparities in technological access can lead to communication gaps and potential conflicts within teams (Fan et al., 2023). An inclusive communication system is essential to cater to the diverse technological competencies of employees, ensuring that all voices are heard and acknowledged, which directly impacts employee engagement and organizational commitment (Chung et al., 2020). HR's role encompasses establishing a digital work ethic that promotes respect for working hours and collaborative practices across digital platforms, thereby encouraging constructive interactions and reducing misunderstandings and conflicts (García-Carbonell et al., 2018; Barak et al., 2021).

Additionally, as organizations strive for an inclusive workplace, the development of revised guidelines around work hours, collaborative practices, and digital platform usage becomes imperative (Meier-Barthold et al., 2022). A strong HR system is essential for such adaptability, emphasizing the importance of HR managers in shaping communication frameworks within organizations (Ezeafulukwe et al., 2024). This includes training programs that enhance the digital literacy of all employees, enabling them to participate fully in a hybrid work model (García & Cotrina-García, 2023; Lin & Chang, 2023). By proactively addressing these aspects, HR can help in creating a culture that embraces inclusivity, supports equitable access to communication resources, and strengthens industrial relations in a robust and dynamic manner (Azmi, 2019; Roehl, 2019). In conclusion, the interplay between effective HR communication strategies and the evolving landscape of hybrid work necessitates a proactive approach to establishing comprehensive policies that prioritize inclusion and equitable access. Continuous assessment and adaptation of these policies will be integral to fostering positive industrial relations and ensuring that all employees can thrive in a digitally-mediated work environment.

4. DISCUSSION

4.1. Strategic Repositioning of HR Function

The transformation to a hybrid work model necessitates a strategic repositioning of the Human Resources (HR) function, moving it from a traditional administrative capacity to a more robust role as a business partner. This evolution requires HR professionals to manage not just personnel administration but also to enhance the overall employee experience within hybrid environments. Consequently, HR must play a pivotal role in shaping organizational strategies and facilitating changes that align employee needs with broader business objectives.

The literature emphasizes that effective HR practices must be designed to deliver value through strategic alignment with organizational goals. Azam's systematic literature review discusses the necessity for HR functions to update their roles to create alignment with business needs and strategic objectives, reinforcing that modern HR practices must transcend traditional boundaries to contribute to organizational success (Azam, 2023). This view is echoed by Szierbowski-Seibel and Kabst, who argue that HR outsourcing can enhance the strategic influence of the HR function, allowing HR departments to focus on more strategic inputs within the organization (Szierbowski-Seibel & Kabst, 2018). The shift towards a strategic HR role is further underlined by Stankevičiūtė and Kalvaitienė, who highlight the importance of HR professionals partnering with line managers to align their work with the overarching strategic direction of the organization, as outlined in Ulrich's HR business partner model (Stankevičiūtė & Kalvaitienė, 2024).

The landscape of HR is also shaped by emerging challenges and technological advancements. Skýpalová et al. mention that innovative practices and digital technologies will be essential in addressing HR challenges, particularly in staffing and recruitment, signifying that the future of HR will hinge on adaptability and innovation (Skýpalová et al., 2024). This adaptability aligns with the framework discussed by Trivedi and Srivastava, which emphasizes the integration of strategic HR and knowledge management to foster innovation performance within organizations (Trivedi & Srivastava, 2020).

Moreover, focusing on employee engagement and performance is critical in a hybrid work model. Abbas et al. stress that HR evaluations and audits are vital for assessing the effectiveness of HR programs, ultimately ensuring they contribute to the organization's strategic objectives (Abbas et al., 2022). Similarly, the implementation of Agile HR practices as proposed by Nargis et al. serves to navigate rapid business changes, highlighting the need for HR strategies that are responsive and resilient in the face of evolving workplace dynamics (Nargis et al., 2024). This adaptability reflects contemporary needs for HR to not only enhance productivity but also to address employee satisfaction and engagement effectively. In conclusion, the transformation of HR functions in light of a hybrid work environment necessitates a strategic approach that embraces both organizational goals and employee engagement. This strategic repositioning underpins the necessity for HR professionals to integrate modern technologies and innovative practices into their operational frameworks, thus contributing to a more engaged and high-performing workforce.

4.2. Rethinking HR Competencies

The emergence of flexible work models has necessitated a rethinking of competencies required for Human Resource (HR) practitioners. Central to this evolution is the increasing importance of digital skills, which encompass capabilities in managing technology-based HR systems, leveraging data for decision-making, and effectively utilizing virtual communication tools. These competencies are paramount for HR professionals to efficiently navigate the changing landscape of work.

Digital proficiency in HR is underscored by the growing integration of artificial intelligence (AI) within HR systems. Al-Ayed posits that as companies enhance their AI capabilities, they consequently nurture a higher level of technology competence among their HR practitioners and employees (Al-Ayed, 2024). This proficiency not only aids in adopting new technologies but also supports effective management of HR processes in increasingly digital environments. Furthermore, the incorporation of data analytics has transformed decision-making processes within HR, establishing groundwork for data-driven strategies that drive performance improvements (McCartney & Fu, 2022).

Equally important is the capability in change management, which is becoming increasingly vital as organizations transition to more agile and technology-driven operational models. The literature highlights that HR leaders must adapt their skills not only to incorporate new technologies but also to facilitate organizational changes that these technologies necessitate (Bradley, 2019). For instance, McCartney and Fu explore how HR analytics can influence organizational performance, emphasizing the necessity for HR professionals to harness these analytics for effective talent management and strategic planning (McCartney & Fu, 2022). This assertion aligns closely with the emphasis on fostering an innovative culture within organizations, where HR's role expands from administrative functions to strategic partnerships (Tawbe, 2021).

Moreover, effective communication, particularly in virtual settings, is essential for HR practitioners. Research suggests that as work environments become increasingly remote, mastering virtual communication tools is critical for resolving cross-cultural and communication challenges (Zhang, 2023). The need for strategies that support this transition cannot be overstated, as highlighted by research that advocates for comprehensive training in communication techniques tailored to virtual contexts (Mysirlaki & Paraskeva, 2020). Thus, HR competencies must now integrate technological savviness, change management capabilities, and proficient communication in virtual settings to successfully address modern organizational challenges. In summary, the competencies required for HR practitioners are evolving, driven by digital transformation and the necessity for agile adaptation to new technological landscapes. Emphasizing digital skills, change management, and enhanced communication will empower HR professionals to meet the challenges posed by flexible work models effectively.

4.3. HR Technology and Analytics

The incorporation of technology in Human Resource (HR) management has become a fundamental necessity in the modern organizational landscape. The implementation of HR information systems (HRIS), e-learning platforms, artificial intelligence (AI), and HR analytics—commonly referred to as people analytics—serves as strategic tools for the design, tracking, and evaluation of various HR policies and programs. This data-centric approach not only enhances HR's role in providing critical strategic insights but also optimizes employee productivity, particularly in today's hybrid work environments.

HR information systems (HRIS) play a crucial role in bolstering HR capabilities. According to Fitria et al., the utilization of management information systems significantly contributes to fostering the growth and enhancement of HR competencies, which is essential for improving productivity and service quality within organizations (Fitria et al., 2023). Similarly, Prasetyo and Ariawan highlight the positive impact of HRIS on employee performance, specifically in enhancing work discipline (Prasetyo & Ariawan, 2023). The strategic management of these technologies thus allows HR departments to leverage data effectively, facilitating improved outcomes in employee management and engagement.

Moreover, the advent of HR analytics has been transformative for traditional HR functions. McCartney and Fu emphasize that HR analytics, bolstered by advanced HR technology, enable HR professionals to conduct complex statistical analyses and develop predictive models, thereby enhancing organizational performance (McCartney & Fu, 2022). This is further supported by Thakral et al., who note that digitalization has expanded HR analytics through increased technology adoption, thus facilitating new career paths for HR analysts skilled in analytics (Thakral et al., 2023). Such insights are critical for organizations seeking to leverage data-driven strategies for enhancing employee performance.

The role of AI and big data in HR analytics is significant. Dhankhar and Singh assert that the adoption of complex statistical methods and AI represents a key advancement in HR analytics implementation, illustrating organizational interest in these advanced technologies (Dhankhar & Singh, 2022). Jo et al. further highlight the importance of strategic HR systems, informed by robust analytics capabilities, for enhancing human capital and overall firm performance (Jo et al., 2023). These technologies provide HR professionals with the insights needed to make informed decisions aligned with broader organizational objectives.

Additionally, the effective integration of these technologies is crucial. Gupta et al. discuss how information systems agility relates directly to employee job satisfaction, linking organizational processes with HR to foster a cohesive working environment (Gupta et al., 2019). Similarly, Mushtaq et al. identify critical factors affecting the effectiveness of HR analytics, including technology utilization, analytical skills, and managerial support (Mushtaq et al., 2024). Therefore, the interplay between technology and HR practices must be strategically managed to maximize outcomes. In conclusion, the transition towards data-driven HR practices marks a significant evolution in how organizations manage their human resources. The implementation of HR technology and analytics empowers HR departments to function more strategically and fosters an environment conducive to enhanced employee productivity, particularly within the complexities of hybrid work environments. As organizations continue to adopt these technological advancements, the integration of HRIS, AI, and analytics will be critical for achieving superior organizational performance.

4.4. Organizational Culture and Leadership Implications

In examining the impacts of changes in work patterns, particularly in the context of hybrid leadership, it is evident that organizational culture and leadership styles must evolve to align with contemporary needs. Hybrid leadership necessitates a focus on trust, effectiveness

in work results, and fostering inclusive communication. Leaders must strive to cultivate a sense of community among employees, who may not occupy the same physical workspace. In this new digital work environment, building a collaborative and open culture is essential to enhancing employees' experiences and ensuring organizational effectiveness.

Research indicates that various leadership styles significantly influence organizational culture. For instance, Khan et al. suggest that transformational leadership has a profoundly positive impact on creating a constructive organizational culture that can adapt to innovative work behaviors (Khan et al., 2020). This concept finds further support in the work of Rashwan and Ghaly, who identify a significant relationship between authentic leadership styles and organizational culture, highlighting how transparent leadership fosters innovation and collaboration (Rashwan & Ghaly, 2022). Similarly, Shiferaw et al. emphasize the importance of leadership in nurturing a learning organization, which is pivotal for innovation and effective group dynamics in a hybrid work structure (Shiferaw et al., 2023).

The intricacies of communication in a hybrid environment are critical. For example, Abuhayya demonstrates that servant leadership, which stresses support and inclusivity, can enhance perceptions of organizational support and performance within teams (Abuhayya, 2017). When a leader embodies these values, even in a dispersed work setup, the organizational culture evolves positively, fostering resilience and an enhanced sense of belonging among employees.

Furthermore, the important role of organizational culture in facilitating employee engagement and motivation underscores the idea that leadership style must adapt accordingly. Studies show that a strong organizational culture significantly correlates with job satisfaction and retention (AbuAlRub & Nasrallah, 2017). Moreover, the integration of transformational leadership with a robust organizational culture leads to elevated employee performance, as noted by Hidayah and Fadila, who argue for the essential role of adaptive leadership in improving outcomes within challenging work environments (Hidayah & Fadila, 2019). In light of this evidence, leaders must actively work to shape and maintain a strong organizational culture that embraces communication, collaboration, and community, especially given the diverse challenges of hybrid work models. Transformational and authentic leadership styles, paired with an inclusive culture, are paramount in fostering an environment conducive to high performance and employee satisfaction (Arifiani et al., 2020; D'Souza, 2024).

4.5. Integrative Strategic Models for Hybrid HRM

To effectively navigate the complexities of hybrid Human Resource Management (HRM), it is essential for organizations to adopt an integrative strategic model. By fusing theories such as the Ability-Motivation-Opportunity (AMO) Framework, the Ulrich HR Model, and Agile HRM principles, organizations can create a flexible and responsive HR management system tailored to the needs of a hybrid workforce. This adaptive framework enables organizations to respond to changing work dynamics with precision and agility, thereby facilitating better decision-making and enhanced performance.

The AMO Framework posits that enhancing employee performance relies on optimizing their abilities, providing motivation, and creating opportunities for participation. This framework aligns closely with findings that demonstrate the effectiveness of integrating HRM practices with strategic business goals. For example, aligning HRM metrics with financial management significantly improves organizational performance by enabling strategic investments and fostering a culture of continuous improvement, as discussed by Nuraini et al. (Nuraini et al., 2024). Moreover, the integration of AI into HR processes, as discussed by Venkata et al., introduces new efficiencies and capabilities that revolutionize talent management, aligning well with the ambitions of the AMO Framework (Venkata et al., 2024).

The Ulrich HR Model emphasizes the importance of HR as a strategic partner within organizations, allowing HR to be directly involved in top-level strategic planning. Uysal noted

that when HR is integrated into high-level strategies, it enhances the strategic alignment of HRM practices with organizational goals (Uysal, 2020). Additionally, the adaptability of HRM practices in response to rapid changes in the environment—including technological and economic shifts—was underscored by Demo et al., suggesting the need for continuous alignment of HRM practices with emerging demands (Demo et al., 2024).

Furthermore, Agile HRM principles advocate for a more fluid and iterative approach to HRM, which suits the dynamic nature of hybrid work environments. Agile practices allow HR teams to implement changes quickly in response to feedback and shifting organizational needs. The research conducted by Thakur et al. emphasizes the transformed function of HRM in changing global dynamics, although it primarily focuses on global HR practices rather than specifically Agile HRM (Thakur et al., 2025). Lastly, the findings of Moh'D et al. highlight how an agile mindset transforms HRM towards more responsive and flexible frameworks (Moh'd et al., 2024). In conclusion, the integration of the AMO Framework, Ulrich HR Model, and Agile HRM principles fosters a more responsive HR landscape. Such an integrative approach not only enhances employee engagement and performance but also positions organizations to navigate uncertainties effectively, ensuring sustained success amid complexities. Through strategic alignment and a focus on adaptive practices, organizations can cultivate an HRM system that thrives on innovation and flexibility.

5. CONCLUSION

5.1. Summary of Key Findings

This research confirms that the hybrid work model has brought about substantial transformations to core human resource management functions. From recruitment to employee retention, all aspects of HRM are undergoing fundamental changes that require adjustment. The findings indicate that the success of managing a hybrid workforce depends heavily on an organization's ability to strategically adapt across multiple dimensions, including technological development, strengthening organizational culture, and enhancing human resource competencies. Thus, this transformation is not merely operational, but also strategic and holistic.

5.2. Theoretical Implications

The results of this study provide an important contribution to the development of Strategic HRM and work design theory, particularly in the context of increasingly digital and flexible work patterns. The research expands the scope of the literature on the future of *work and* digital HR by highlighting how hybrid work demands a redefinition of HR's role and function in modern organizations. An integrative framework combining the AMO Framework, the Ulrich Model, and Agile HRM offers a new conceptual foundation that can serve as a reference for further research and theory development in this area.

5.3. Practical Implications

Practically, this research provides relevant HRM adaptation guidelines for organizations seeking to manage their workforce in a hybrid work model. Organizations are encouraged to design more flexible, responsive, and data-driven HR policies and practices. Furthermore, these results underscore the importance of developing digital competencies for HR professionals to optimize the use of technology and manage change effectively. This way, HR becomes more than just an administrative function but also an agent of strategic transformation.

5.4. Limitations and Future Research Directions

While providing important insights, this study has limitations that warrant consideration. The study's focus is primarily on global literature with limited regional coverage, so the findings may not reflect the specifics of specific local or industry contexts. Therefore,

future research should explore specific industry contexts more deeply and conduct longitudinal studies to understand the long-term impact of hybrid work implementation on HRM functions and the organization as a whole. Future research could also incorporate empirical approaches to test the validity of the proposed strategic adaptation model.

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