The Impact of Hybrid Work Management on Employee Engagement Among Knowledge Workers

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ARTICLE INFORMATION

ABSTRACT

The widespread adoption of hybrid work arrangement has changed how organizations in Malaysia manage their employees. A key predictor of employee work engagement is difficulties in supervision, which contributes empirical evidence to the limited hybrid work literature in emerging economies. This study examined how hybrid work management influences employees' overall engagement. The quantitative survey involved 100 respondents, and the collected data were analyzed using SPSS. The regression analysis indicates that hybrid work is associated with improvements in work-life balance ($\beta = 0.018$), work performance ($\beta = 0.049$), and communication ($\beta = 0.119$). However, challenges such as perceived burnout ($\beta = -0.157$) and difficulties in supervision ($\beta = -0.682$) remain important factors influencing employee engagement. These findings also show that, when appropriate managerial support is provided, hybrid work can be beneficial for both employees and organizations. In conclusion, organizations should strengthen communication and team connection by setting a clear meeting rules, create new way of collaboration, and provide managerial support to sustain a long-term employee engagement.

Keywords: Communication; Employee Engagement; Hybrid Work; Perceived Burnout; Supervision; Work-Life Balance; Work Performance

INTRODUCTION

The rise of hybrid work, which combines remote and in-office work, has reshaped the traditional workplace. The pandemic has forced companies to implement new work systems to enhance their effectiveness while also taking into consideration employee well-being. As organizations begin to return to the new normal, hybrid work has shifted from a short-term solution to a long-term, sustainable model that caters to the needs of the workforce. Globally, many companies have implemented hybrid work systems and reported positive outcomes in terms of productivity, creativity and employee engagement. However, hybrid work also brings about challenges such as reducing the gap in team cohesion, ensuring effective communication, and ensuring proper supervision among staff who work remotely.

Employee engagement has become an important performance indicator in the new work era. Engaged employees are more motivated, committed, and productive. They contribute towards a company's success in many ways, such as increasing profitability and customer satisfaction. In contrast, low employee engagement can lead to decreased company performance. The hybrid work model has increased employee autonomy, the need for virtual communication, and weakened work boundaries. This poses a challenge to managers in maintaining their employees' engagement.

Several studies have examined the impact of hybrid work, such as work-life balance (Putri et al., 2021), digital communication (Gibbs et al., 2023), and employee well-being (Silva, 2025). However, there is a lack of research that explores the integrated relationship between hybrid work management and employee engagement in the multinational context, especially in the Malaysian and Asia-Pacific corporate context. Additionally, there is also a gap in the literature on the impact of managerial support, supervision, and communication on employee engagement in the hybrid work model. This study aims to address these gaps by examining knowledge workers in hybrid work settings and their employee engagement levels.

This research is important for both theoretical and practical reasons. Theoretically, this study broadens knowledge and understanding of hybrid work as a comprehensive concept that affects various psychological, organizational, and communicational dimensions. Practically, study findings contribute to the practical guidelines of implementing hybrid work systems in organizations and maintaining high levels of employee engagement in the long run. By understanding the factors that promote or undermine engagement in a hybrid form, the results of this research can help leaders and human resource practitioners develop effective policies to promote productivity, commitment, and satisfaction among employees.

This study contributes to the field by exploring the impact of hybrid work management on employee engagement. In particular, this study examines whether and how hybrid work practices influence employees' work-life balance, work performance, communication quality, and perceived managerial support. The novelty of this study is that it is integrated into the organizational behavior theory and is empirical on a multinational corporation within the hybrid era. The findings of this study contribute to the related literature by providing practical and theoretical evidence that can be useful for hybrid work strategies in various organizations.

LITERATURE REVIEW

Employee Engagement

Employee work engagement has become a central focus in modern organizational research, particularly in hybrid and flexible work environments. Work engagement refers to a positive and fulfilling psychological state characterized by enthusiasm, absorption in work tasks, and dedication to one's professional role. Based on the Job Demands–Resources (JD–R) Theory, engagement rises when employees are provided with sufficient resources such as support, feedback, autonomy, communication, and manageable workloads, and decreases when job demands cause stress, emotional exhaustion, and lack of supervision intensify (Lyddy et al., 2025).

According to Gan and Kee (2022), employees' engagement is closely connected to both employees' well-being and overall productivity. It develops in supportive work environments that promote both physical and emotional health. The concept is commonly described through three core dimensions, which are vigor, dedication, and absorption (Gürbüz et al., 2023). These dimensions represent an employee's level of energy and resilience, their sense of enthusiasm and purpose, and their deep concentration or immersion in work tasks.

Work engagement is widely recognized as a positive, motivating, and fulfilling psychological condition that employees experience in their work (Schaufeli et al., 2006; Naorem & Meitei, 2024). According to Bakker et al. (2014), employees who are highly engaged typically demonstrate a strong enthusiasm, sustained energy, and a deep sense of immersion in their work activities. The rise of positive psychology, which emphasizes human strengths and potential, has further contributed to interest in enhancing well-being at work. With the emergence of positive organizational behavior (POB), attention to positive mental health and individual well-being has grown, leading to improvements in these areas (Paul et al., 2023).

This research examines five major variables that influence work engagement, which is work performance, work-life balance, communication, perceived burnout, and difficulties in supervision.

Hypotheses Development
Work Performance

Work performance is the degree to which employees meet or exceed the expectations of their job roles. Individuals who feel that they are performing effectively often develop higher self-efficacy and stronger professional commitment. Recognition and personal achievement reinforce employees' belief that their work is meaningful, resulting in stronger engagement and emotional involvement in their roles.

Performance refers to the behavioral outcome of employees in the organization, which indicates their efforts towards the job as well as the organization (Rubel & Kee, 2013). According to Law et al. (2010), performance is the combined value of an employee's both direct and indirect contributions towards the objectives of the organization.

Employees with high levels of engagement typically exhibit enhanced work performance, greater initiative, and increased productivity. When individuals feel energized, focused, and fully absorbed in their work, they are more likely to deliver higher-quality outcomes and engage more actively in achieving organizational objectives (Selim & Kee, 2020).

H1: Work performance is positively associated with work engagement.

Work-Life Balance

Work–life balance describes an employee's perception of how well personal and professional roles are managed without conflict. Flexible work arrangements can help employees reduce time pressure, maintain physical and emotional well-being, and recover from work-related fatigue. Employees who experience balance tend to demonstrate greater energy, optimism, and willingness to invest effort in their job.

Work-life balance is the equilibrium between professional work and personal life (Aye et al., 2024). According to Selim and Kee (2020), work-life balance can refer to an individual's ability to effectively manage the various roles they hold in life, including work, family, and other significant responsibilities. In Björk-Fant et al. (2023) and Xia et al. (2025), work-life balance was also explained as having a high degree of work–life enrichment and the absence of conflict between work and family roles. Work-life balance allows employees to manage their personal and professional responsibilities more effectively. When individuals experience less conflict between work and home life, they tend to show higher motivation and involvement in work-related activities. Studies indicate that flexibility and clear boundaries between work and personal time can enhance overall engagement levels.

H2: Work-life balance is positively associated with work engagement.

Communication in Hybrid Work

Communication is a critical enabler of workplace functioning, especially when employees operate across digital and physical spaces. Clear communication ensures access to information, alignment with organizational goals, and reduced ambiguity in job responsibilities. When employees feel informed and heard, trust increases and psychological security develops, all of which strengthen engagement.

Effective communication plays a crucial role in building mutual understanding, trust, and coordination among employees and the organization. In a hybrid work environment, clear and structured communication, such as regular check-ins and teamwork tools, helps employees feel connected to their organization and colleagues. This sense of clarity and inclusion strengthens engagement (Bloom et al., 2022).

H3: Communication is positively associated with work engagement.

Perceived Burnout

Perceived burnout arises when employees feel overwhelmed by prolonged stress, emotional fatigue, or excessive pressure. When burnout increases, employees experience reduced vitality, declining motivation, and emotional disconnection from their work. Burnout is widely recognized as a major threat to mental well-being and job involvement in modern workplaces.

Burnout is considered as a syndrome resulting from ongoing workplace stress that has not been effectively managed (Gaspar et al., 2024). According to Teoh and Kee (2020), burnout is characterized by three key symptoms: emotional exhaustion, depersonalization, and diminished sense of personal accomplishment, which are experienced by employees who are regularly in touch with other personnel, such as those engaged with teaching, social work, and well-being management.

H4: Perceived burnout is negatively associated with work engagement.

Difficulties in Supervision

Supervision in hybrid settings requires managers to provide guidance, feedback, and coordination, usually without continuous physical presence. Challenges such as unclear instructions, delayed feedback, or limited managerial visibility can leave employees feeling unsupported. When supervision becomes ineffective, employees may experience confusion, reduced confidence, and weaker commitment.

According to Rothwell et al. (2021), if an organization does not recognize the importance of supervision and does not provide effective supervision to employees, it would lead to a decrease in employees' commitment. Difficulties in supervision, such as unclear guidance, limited feedback, or lack of interaction can negatively affect how employees view their work environment. In hybrid settings, reduced face-to-face contact sometimes creates uncertainty and weakens managerial support, which may decrease engagement levels. According to Lee & Jo (2023) and Rubel & Kee (2013), the existence of these supports may provide psychological capital which make employees experience positive changes in their job performance.

H5: Difficulties in supervision are negatively associated with work engagement.

Conceptual Framework
Figure 1. Research Framework
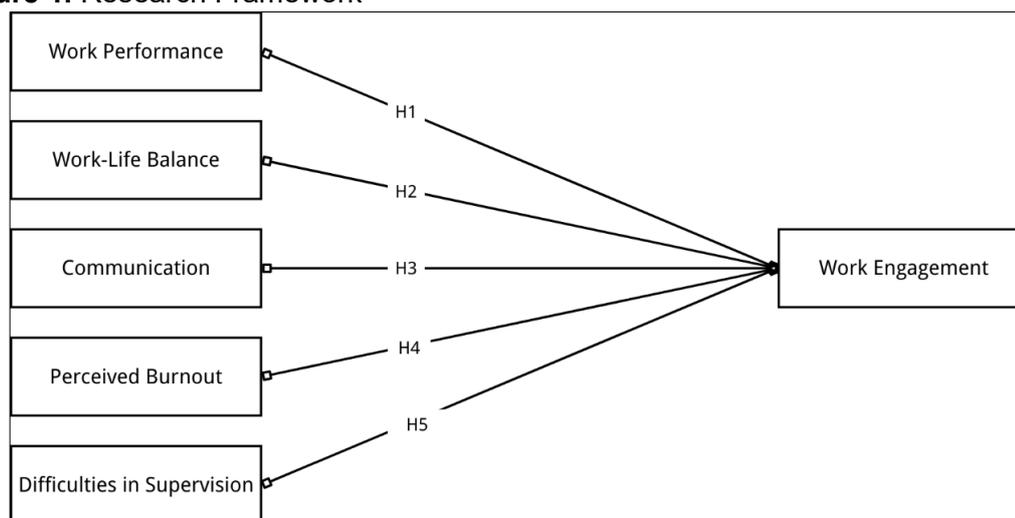
The hypotheses presented in Figure 1 constitute the conceptual framework of this study. The model illustrates the proposed relationships between several aspects of hybrid work management, including work performance, work-life balance, communication, perceived burnout, and difficulties in supervision in relation to work engagement among knowledge workers. These hypothesised relationships provide the analytical basis for examining how hybrid work conditions influence employee engagement in organizational settings.

RESEARCH METHOD

Research Design
This research adopted a quantitative research design using online surveys via Google Forms. A purposive sampling method was employed to target knowledge workers who have been engaged in hybrid work arrangements, ensuring that the respondents were relevant to the study's objectives.

Sampling Method

A total of 100 responses were collected. The demographic data's frequency, data's correlation, Cronbach's alpha reliability coefficients, and regression were analyzed using SPSS software. Diverse levels of seniority were included in the data. Respondents were priorly informed about the purpose of the survey; confidentiality of personal information is assured throughout the study to encourage voluntary participation.

Data Collection Method

The survey link was widely distributed among knowledge workers from various backgrounds and industries to investigate the impact of hybrid work management on employee engagement. In this survey, constructed responses were measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The scale allows employees to express the level of agreement to determine their attitudes and opinions. The questionnaire was divided into two sections, which are demographic information and the impact of hybrid work management on employee engagement. The impacts included 5 key aspects, which are work performance, work-life balance, communication (positive and negative), perceived burnout, and difficulties in supervision.

Data Analysis Procedure
Work Performance

Four-item scale adapted from Saragih (2011), which was designed to assess how hybrid work influences employees' job performance, job satisfaction, and job stress. An example item is: "Hybrid work arrangements improve my overall job performance."

Work-Life Balance

This aspect examines perceived flexibility in the timing and location of work on work-life balance. According to Hill et al.(2004), four items were adapted for this particular aspect. Example items include: "Hybrid work allows me to better manage my personal and professional responsibilities."

Communication

A total of 7 items were introduced, including both positive and negative perspectives, adapted from Mazmanian et al. (2013). Statements such as "I can easily communicate with my colleagues regardless of location", as well as "I sometimes experience misunderstandings due to digital communication" were asked. These items evaluate how employees stay connected and convey information while working in different locations.

Perceived Burnout

This dimension is adapted from Maslach and Jackson (1981), which aimed to understand the mental states of employees who work in hybrid mode. Three subscales emerged, which contained emotional exhaustion, depersonalization, and personal accomplishment. One of the examples out of 5 is "I feel detached or cynical about my work while in hybrid arrangements."

Difficulties in Supervision

Adopted from Peiró et al. (2024), the Telework Supervision Performance (TSP) scale was developed to evaluate supervisors in hybrid work. One of the examples from statements is "My supervisor evaluates my work fairly during hybrid work."

In addition, employee engagement was measured using the Utrecht Work Engagement Scale (UWES-9), adapted from Schaufeli et al. (2006). Three dimensions were included, which are vigor, dedication, and absorption. Each dimension has three items accordingly.

Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. One of the items assessed was: "At my work, I feel bursting with energy."

Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication included items like: "I find the work that I do full of meaning and purpose."

Finally, absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly, and one has difficulties with detaching oneself from work. Absorption was measured using items such as: "Time flies when I am working."

RESULTS

Table 1. Summary of Respondent's Demography (N=100)

Response		Frequency	Percentage (%)
Gender	Male	52	52
	Female	48	48
Age	Below 25 years old	31	31
	25–34 years old	22	22
	35–44 years old	29	29
	45–54 years old	16	16
	55 years old and above	2	2
Race	Chinese	48	48
	Indian	21	21
	Malay	31	31
Highest Educational Level	High School Diploma or Equivalent	23	23
	Bachelor's Degree	59	59
	Master's Degree	14	14
	Doctorate Degree	4	4
Sector	Government	46	46
	Private	54	54
Years of Working Experience	Less than 1 year	19	19
	1–3 years	20	20
	4–6 years	18	18
	7–10 years	15	15
	More than 10 years	28	28

Table 1 summarizes the demographic characteristics of the 100 respondents. The gender composition reflects a relatively balanced distribution, with a slight majority of male respondents (N=52, 52%) compared to female respondents (N=48, 48%). The majority of respondents (N=31, 31%) are aged below 25 years old. There are only a small proportion of respondents (N=2, 2%) aged above 55 years old. In terms of race, the majority of respondents (N= 48, 48%) are Chinese, followed by Malay (N=31, 31%) and Indian (N=21, 21%).

Regarding the highest educational level, the largest group of respondents holds a Bachelor's Degree (N=59, 59%), followed by those who have a High School Diploma or Equivalent (N=23, 23%), Master's Degree (N=14, 14%), and Doctorate Degree (N=4,

4%). Regarding the sector of occupation, the majority of respondents (N=54, 54%) are working in the private sector, while the rest (N=46, 46%) are working in the government sector. For years of working experience, the largest proportion of respondents (N=28, 28%) have worked for more than 10 years, followed by 1–3 years (N=20, 20%), less than 1 year (N=19, 19%), 4–6 years (N=18, 18%) and 7–10 years (N=15, 15%).

Table 2. Descriptive Statistics, Cronbach's Alpha Reliability Coefficients, and Zero-order Correlations for All Study Variables

	Variable	1	2	3	4	5	6
1	Work Performance	0.782					
2	Work-Life Balance	0.713**	0.803				
3	Communication	0.229*	0.208*	0.678			
4	Perceived Burnout	-0.233*	-0.211*	-0.161	0.630		
5	Difficulties In Supervision	-0.391**	-0.517**	-0.211*	0.108	0.888	
6	Work Engagement	0.392**	0.463**	0.302**	-0.265**	-0.752**	0.892

Note: N = 100; *p < 0.05, **p < 0.01. The diagonal entries indicate Cronbach's alpha.

Table 2 presents the descriptive statistics, Cronbach's Alpha Reliability Coefficients, and zero-order correlations for the study variables. The results reveal both significant positive and negative correlations among the variables. Work performance is significantly correlated with work-life balance (r= 0.713, p< 0.01), communication (r= 0.229, p< 0.05), perceived burnout (r= -0.233, p< 0.05), difficulties in supervision (r= -0.391, p< 0.01), and work engagement (r= 0.392, p< 0.01).

Table 3. Summary of Regression Analysis

|	Variables	Work Engagement
1	Work Performance	0.049
2	Work-Life Balance	0.018
3	Communication	0.119
4	Perceived Burnout	-0.157
5	Difficulties In Supervision	-0.682***
	R-Square	0.618
	F-Value	30.362
	Durbin-Watson Statistic	2.251

Note: N=100; ***p < 0.001

Table 3 reports the results of the regression analysis examining the effects of work performance, work-life balance, communication, perceived burnout, and difficulties in supervision on work engagement. The findings indicate that work performance shows a slight positive relationship with work engagement (β = 0.049), although the effect is not statistically significant. Next, the results confirm H2, as work-life balance slightly and positively affects work engagement (β = 0.018).

Moreover, communication shows a positive connection with work engagement (β = 0.119), which supports H3. Additionally, perceived burnout reveals a slightly negative connection with work engagement (β = -0.157), which validates H4. Furthermore, difficulties in supervision exert a negative influence on work engagement (β = -0.682, P< 0.001), validating H5. The Durbin-Watson statistic for work engagement is 2.251, confirming the absence of autocorrelation and ensuring the robustness of the regression results.

Overall, the analysis demonstrated a significant relationship between work performance, work-life balance, communication, perceived burnout, difficulties in supervision, and work engagement. The summarized output of the hypothesized model is illustrated in Figure 2.

Figure 2. Hypothesized Model
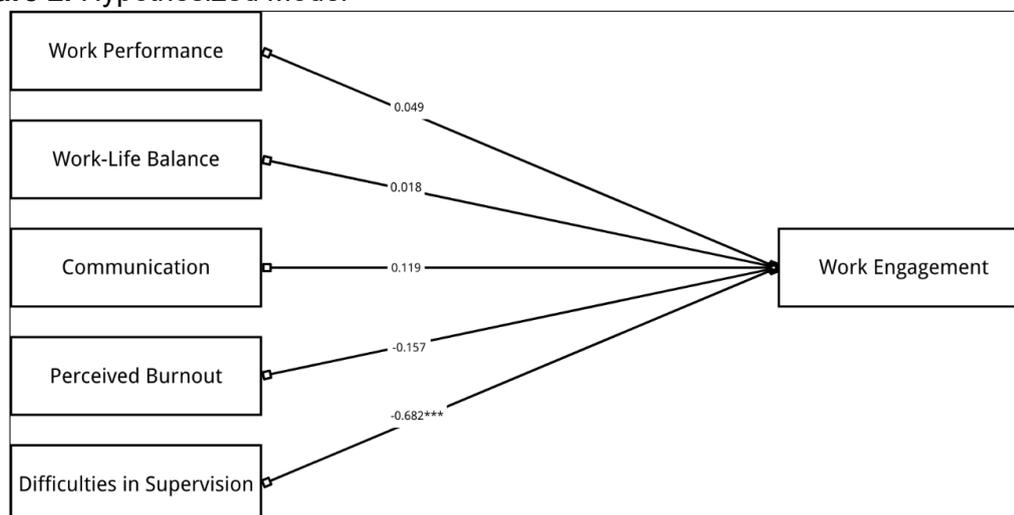
DISCUSSION

The findings of this study provide insights into how a hybrid work environment contributes to employee engagement. This section assesses how literature reviews and research hypotheses are linked to the study.

H1: Effect of Work Performance on Work Engagement
The results of this study shows a positive but weak relationship with the hypothesis that work performance is positively related to work engagement (H1). The zero-order correlation analysis shows that there is moderate validity between the variables work performance and employee engagement because $r = 0.392$ and p-value is significant at $p < 0.01$. This value shows that employees who demonstrate higher levels of performance will feel more engaged in their work. The value of regression analysis ($\beta = 0.049$, $p > 0.05$) indicates that work performance did not significantly predict employee engagement when other predictors (work-life balance, communication, burnout, and supervisory difficulties) were included in the model. It means that the positive relationship between performance and engagement may be indirect or weaker when involving other aspects of hybrid work management.

This explains that employees who perform at the highest level will experience feelings of accomplishment and acknowledgement that motivates and reinforces them, and hence remain connected and engaged at the workplace because they will be energized and absorbed at the workplace (Kaushik & Tiwari, 2023).

Recent research also corroborates this relationship. For instance, Kamarlis et al. (2025) established in their study at Dungun Municipal Council that employee engagement is positively related to job performance since employees who are more involved and committed to their work perform better in their roles. Similarly, Malik (2024) indicated that employees performing well at higher levels were more engaged in the workplace, especially in modern flexible work settings. These results imply that good performance may strengthen the emotional and cognitive attachment of employees to their work.

H2: Effect of Work-Life Balance on Work Engagement
The result of this study partially supported the hypothesis that work-life balance has a positive relationship with work engagement (H2). The correlation value (r = 0.463, p < 0.01) indicates that employees feel that they can manage both their personal life and work more effectively in hybrid working mode. In the regression results, work-life balance still shows a weak relationship (β = 0.018) with employee engagement, although the effect is the lowest compared to other variables. This means that work-life balance has a very small effect on employees' engagement when involving other aspects of hybrid work management.

This finding supports Hill et al.(2004) and Kasperczuk et al. (2025), explained that perceived job flexibility appears to be beneficial both to individuals and to businesses. When employees feel the job supports them to have enough time for family and personal needs, they are naturally more willing to be enthusiastic in their job.

H3: Effect of Communication on Work Engagement
A hypothesis has been supported by the study's findings and therefore suggests that communication positively impacts work engagement (H3). The statistically significant positive regression coefficient for communication (β = 0.119) supports the assumption that if an employee experiences frequent communication that is clear and supportive in their communication, he/she will have a higher probability of feeling engaged at work. Communication is an important determinant of the energy, commitment, and attention that employees put into their jobs.

These findings are in agreement with those reported in earlier studies. Prior research has established that communication fosters trustworthy relationships and engenders a sense of community (belonging) for the employee (Wang et al., 2021). In addition, Shin et al. (2025) indicated that the use of different communication tools among employees and supervisors helps decrease uncertainty in work, conveying thoughts, and requesting support from coworkers and supervisors. Wu et al. (2023) confirm that communication in hybrid work environments reduces isolation, supports coordination, increases collaboration and knowledge sharing, thereby enhancing employee commitment or engagement levels.

Communications positively impact work engagement through a number of mechanisms including, but not limited to: decreased confusion or ambiguity of roles due to clear communications that lead to greater confidence by the employee in completing their assigned duties; supportive communication (recognition, timely feedback, and openness) serves as a reinforcing agent for the employee and provides psychological safety; and communication enhances employee connectivity in hybrid work environments by increasing feelings of belonging and inclusion, despite the inability to work together. This sense of connection drives higher levels of dedication, enthusiasm, and involvement in work activities.

Overall, the results of this study are consistent with earlier findings and demonstrate that communication is a critical determinant of employee work engagement. Strengthening communication practices can therefore serve as an effective strategy for organizations seeking to enhance engagement in hybrid workplaces.

H4: Effect of Perceived Burnout on Work Engagement
The findings of this study show that perceived burnout has a clear and negative relationship with work engagement (H4). The correlation value (r = –0.265, p < 0.01) shows that when workers feel very tired or stressed, they are less engaged at work. When employees experience prolonged psychological fatigue or excessive pressure,

their energy levels decline and their ability to concentrate on work tasks is reduced. Nadon et al. (2022) and Purnawati et al. (2020) found the same thing. They said that burnout makes people lose strength and lose the desire to work. Reese (2025) also said that when people feel very tired, they cannot stay active in their tasks.

In the regression results, perceived burnout has a negative effect on work engagement (β = –0.157). Its effect is not as strong as some other variables, like difficulties in supervision. Even so, the negative direction of the result matches what past studies have said, and it shows that burnout still has an important impact on how engaged employees feel in a hybrid work environment.

H5: Effect on Difficulties in Supervision on Work Engagement
The findings confirm that difficulties in supervision have a significant negative effect (β = -0.682) on work engagement (H5). The correlation value (r= -0.752, p< 0.01) reveals that a higher level of supervision difficulties is associated with a substantially lower level of work engagement among employees. This suggests that when employees face challenges such as unclear guidance, limited feedback, or a lack of interaction from supervisors, their commitment to organizational goals is likely to decline. The highest β and correlation value of difficulties in supervision to work engagement reveal that when all variables are involved simultaneously, only difficulties in supervision significantly predict work engagement.

From the perspective of JD-R Theory, these difficulties in supervision can be deemed as increased job demands that consume employees' psychological and emotional resources, thereby reducing work engagement. According to JD-R, adequate job resources, such as supervisory and organizational support, can mitigate the negative effects on work engagement.

This finding is consistent with Rubel and Kee (2013), which indicates that difficulties in supervision, such as lack of organizational support and supervisory support will negatively affect employee engagement. Similarly, according to Wang and Tang (2022), the result indicates that difficulties in supervision will increase the daily negative emotion among employees and then bring negative effects on work performance and work engagement. In earlier research by Rothwell et al. (2021) and Wang et al. (2024), supervisory support is integral for employee performance and commitment, and it can increase retention of employees. Hence, both organizational and supervisory support is essential and important for the employee, else, it can reduce the will of the employee to be engaged in the organization for attaining the individual as well as organizational goals (Gokhale, 2023).

Practical Implication
This study provides several important implications for organizations implementing hybrid work arrangements. First, since work performance, work-life balance, and communication are positively associated with employees' engagement, while perceived burnout and difficulties in supervision is negatively associated with employees' engagement, managers should develop clear and effective hybrid work policies which involve the brilliant design of hybrid work schedules that offer flexibility. Establishing well-organized work routines, clear policies and providing structured guidance can reduce supervision difficulties, ensuring employees received adequate support and feedback. These measures allow employees to manage their workload more effectively, mitigate stress, and maintain higher levels of engagement in hybrid work settings.

Second, organizations should strengthen communication channels and team connection by implementing clear meeting rules and creating a new way of collaboration. Ensuring

that information flows between hybrid and in-office teams and maintaining real-time interaction can help to reduce supervision difficulties by keeping employees informed, supported, and connected.

Third, managers need to provide adequate support, such as regular feedback and early detection of stressors. An organization has to train supervisors to manage virtual teams and offer well-being programs to reduce the disengagement risks among employees.

Overall, organizations that invest in supportive managerial practices, communication enhancement, and structured hybrid policies are more likely to maintain high engagement among knowledge workers over time.

CONCLUSION

The purpose of this study is to investigate the impact of hybrid work management on employee engagement. The findings show that hybrid work can enhance employee engagement when implemented thoughtfully. Specifically, hybrid work may contribute to improved work performance, better work-life balance, and communication when supported by effective managerial practices. At the same time, the findings also show that hybrid work is not universally beneficial. Factors such as perceived burnout and difficulties in supervision can negatively affect employees' work engagement. These results highlight that a hybrid work arrangement is neither good nor bad, but its effectiveness heavily depends on how an organization designs a hybrid work arrangement.

When clear guidelines, effective communication structures, and adequate managerial support are provided, hybrid work tends to produce positive outcomes for both employees and organizations. Therefore, organizations must consider hybrid work not only as a convenience or cost-saving method but as a strategic approach. Overall, well-designed hybrid policies, supported by strong communication and supervisory practices, are essential for sustaining long-term employee engagement.

LIMITATION
While this study offers meaningful insight into the work engagement of knowledge workers, several limitations should be acknowledged. First, the sample size was relatively small, with only 100 respondents, which may limit the statistical power of the analysis and the robustness of the findings. A small sample size increases the risk of sampling error and may reduce confidence in generalizing the results even within the targeted population of knowledge workers.

Second, the study employed a cross-sectional research design, where the data were collected at a single point in time. While this approach can be used to examine the relationships between hybrid work management and work engagement, causal conclusions drawn may not be accurately similar to the reality. As such, the observed positive and negative impact of hybrid work management on work engagement cannot be definitively interpreted as a causal effect, and longitudinal studies would be necessary to establish temporal precedence and causality.

Third, the study focused specifically on knowledge workers in Malaysia, which may limit the generalizability of the findings to other industries, employee groups, or cultural contexts. Factors such as organizational culture, national work norms, and technological infrastructure may influence the applicability of these results.

Future research could overcome these limitations by employing larger and more diverse samples, using longitudinal research designs, and conducting cross-cultural comparisons to enhance the external validity and applicability of the findings. Such efforts would strengthen the evidence base on hybrid work management and its influence on work engagement in a wider range of organizational and cultural contexts.

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The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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