

A Structural Analysis of Hybrid Workplace Practices, Psychological Empowerment, and Employee Job Satisfaction among IT Professionals

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Abstract

Hybrid work arrangements have revolutionized the way organizations operate, especially in the information technology (IT) industry, where flexible work has become more common. The current study explores the structural effect of the hybrid workplaces on psychological empowerment and job satisfaction of IT-practitioners. The data was collected by using the quantitative research design and the data collection instrument used in this study was a structured questionnaire based on purposive sampling of 530 IT professionals. To test the direct and mediating relationships the proposed model for this study was analyzed using Partial Least squares Structural Equation Modeling (PLS-SEM). The results indicate that hybrid working has a strong positive impact on psychological empowerment, and on employee job satisfaction. Psychological empowerment also has a strong impact on employee job satisfaction and partly acts as a mediator between hybrid work practices and job satisfaction. Based on these findings, it is recommended that organisations should integrate effective hybrid work policies and develop an empowering work culture that enables employees to have autonomy, competence and meaningful participation. The findings of this research build on the existing body of research on the connection between workplace flexibility and employee outcomes, and are useful for managers desiring to improve employee satisfaction and organizational effectiveness in the digital workplace.

Keywords: Hybrid Workplace Practices; Psychological Empowerment; Employee Job Satisfaction; IT Professionals; Hybrid Work; PLS-SEM; Employee Empowerment; Workplace Flexibility.

Introduction

Digital technologies have changed the way work is organized within organizations, especially in the information technology (IT) sector, with their rapid development and the increasingly high expectations of those who work in this field. Hybrid working, a hybrid of remote and office work, has become a growing trend to balance efficiency and flexibility. Hybrid working is becoming a tactic to boost productivity, work-life balance, and talent acquisition and retention. But hybrid working is not solely about technology, it is also about how employees experience the work, and how much organisations can foster empowering working places. Therefore, the association between hybrid work practices, psychological empowerment, and employee job satisfaction is crucial to be understood, which is an important research field.

Recent research shows that hybrid working has a significant impact on employee wellbeing, organizational commitment and retention, as well as presenting challenges to communication, collaboration and social connection. In the same vein, Aboobaker and Shanujas (2025) pointed out that remote and hybrid work conditions have a significant impact on employees' well-being and desire to stay with the company. Likewise, Karani Mehta and Joshi (2025) found that physical and digital workspaces bring about differential effects on hybrid IT workers, highlighting the need to create work environments that can foster employee performance and engagement. Kumar et al. (2026) also recommended that workplace flexibility is a positive aspect of hybrid work environments if it is accompanied by enabling organizational practices and self-determination processes.

Psychological empowerment is a potentially important pathway through which workplace practices impact on the attitudes and behaviors of employees. It involves employees' perceptions of meaning, competence, self-determination and impact in their work roles and allow them to take an initiative and contribute to organisational goals. Gupta et al. (2024) discovered that psychological empowerment is an important factor in improving collaboration and conflict management in virtual teams. Similarly, Khoshmehr et al. (2020) found that empowered staff members are more likely to be confident and resilient at work. Previous studies by Meng et al. (2015) have

also found positive relationships between the structural empowerment, psychological empowerment, employee retention and low employee burnout, thus confirming that employee empowerment is an important mechanism between organizational behaviors and positive employee outcomes.

Job satisfaction among employees is one of the most studied measures of organizational effectiveness because employees that are satisfied with their jobs are more likely to be committed, have higher productivity and have less intention to quit their jobs. Factors that impact employee satisfaction in hybrid workplaces include flexibility, leadership support, communication levels, learning opportunities, and feelings of autonomy. In a study on Lathavhan and Mehendale (2025), they found that mindfulness and supportive transition strategies can greatly enhance employee satisfaction when transitioning from remote to hybrid work environments. The findings by Menshikova et al. (2025) also showed the different levels of satisfaction with new working methods among the employees, suggesting that organizational practices must be adapted to different employee needs. In addition, Puhakka, Nokelainen and Lehtonen (2025) reported that the intensity of working remotely and the satisfaction with basic psychological needs are positively related to job satisfaction in knowledge workers.

In hybrid work environments, employee outcomes continue to be enhanced by leadership and empowerment-focused organizational cultures. Kim and Yoon (2025) found that knowledge sharing and employee agility in a hybrid work environment is enhanced by empowering leadership. Furthermore, Zhang and Bartol (2010) found that psychological empowerment is an important pathway between empowering leadership and positive work behaviors and creativity. Flexible working policies and supportive leadership have also been associated with high levels of belongingness and job satisfaction (Scheide Miller & Giblin, 2024). Employees' wellbeing and sustainable organizational outcomes are also highlighted as challenges that should be addressed while incorporating flexibility with empowerment and supportive management practices (Telu & Kumar, 2025).

In this context, the current study aims to create and investigate a structural model that connects hybrid work practices, psychological empowerment and job satisfaction level of employees in an IT context. Specifically, the study was designed to investigate the following: (1) the effect of hybrid workplace practices on psychological empowerment, (2) the effect of psychological empowerment on employee job satisfaction, (3) the effect of hybrid work on employee job satisfaction and (4) the mediating effect of psychological empowerment in the relationship between hybrid workplace practices and employee job satisfaction.

Literature Review And Hypotheses Development

The trend of hybrid working has revolutionized the way organizations interact with their employees, especially in the world of information technology (IT) where digital collaboration and flexible work options are becoming the norm. Hybrid work is a blend of working remotely and at the office, giving staff the flexibility to carry out their duties at several different sites and using digital tools to communicate and collaborate. The research indicates that these can enhance the work-life balance, productivity, and employee involvement, provided that they are supported by a robust organizational policy and technological infrastructure. The success of hybrid workplaces, however, relies on the perceptions of autonomy, support and empowerment that employees have, and is therefore crucial to understand the mechanisms by which hybrid practices relate to workplace outcomes.

In recent years, hybrid work arrangements have emerged as a strategic priority that affects employee experiences. New empirical research has come to light on the strategic relevance of hybrid working practices for employee experience. In the context of remote and hybrid work environment, Aboobaker and Shanujas (2025) found the impact of remote and hybrid work on the employee's health and retention intention and argued for sustainable workplace practices. Likewise, Karani Mehta and Joshi (2025) revealed that physical and digital workspace play different roles in creating the experiences of hybrid IT workers, suggesting that a reasonably designed hybrid workspace can lead to more engagement and effectiveness. Kumar et al. (2026) also demonstrated that flexibility in the workplace, when built into a hybrid model positively affects employee performance by increasing self-determination and autonomy.

Psychological empowerment has become one of the most important psychological constructs that elucidate the impact of organizational practice on attitudes and behaviors. It covers the psychological aspects of employees' perceptions of their work, such as its meaning, competence, self-determination and impact, allowing them to work

confidently and proactively towards the goals of the organization. In their study on the role of psychological empowerment in strengthening collaboration and conflict management in virtual teams, Gupta, Pathak, and Biswas (2024) found that psychological empowerment contributes to building employees' confidence and decision-making abilities, which enhances the collaboration and conflict management in virtual teams. Similarly, Khoshmehr et al. (2020) found that resilient professionals are more committed to the organization in challenging workplaces. The findings indicated that a combination of employment practices that promote autonomy and participation in the workplace is likely to increase employees' psychological empowerment.

H1: Hybrid workplace practices have a significant positive effect on psychological empowerment among IT professionals.

In recent years, psychological empowerment and job satisfaction have been heavily investigated in diverse organizational settings. When employees feel empowered they are likely to feel more intrinsically motivated, to have higher levels of organisational commitment and to have higher levels of job satisfaction. Empowerment-focused organizational cultures were shown to have positive consequences, including that of structural and psychological empowerment, on employee intention to remain in the organization and/or reduce burnout, as found by Meng et al. (2015). Kim and Yoon (2025) further revealed that empowering leadership is associated with adaptive performance in a hybrid workplace context in terms of raising employee agility and knowledge sharing. Moreover, Zhang and Bartol (2010) found that psychological empowerment is directly related to positive behaviors at the workplace because it creates motivation and engagement.

Job satisfaction among employees at hybrid workplaces is not just about compensation or organizational policy, it is more about what employees think of the autonomy, competence and meaningful participation. According to Lathabhavan and Mehendale (2025), supportive interventions at the time of transition from work-at-home to hybrid workplaces have a positive influence on employee satisfaction. Puhakka et al. (2025) also determined that fulfillment of employees' psychological needs at remote and hybrid jobs positively correlates with their general job satisfaction. Taken together, these studies suggest that psychological empowerment can be considered a significant factor in determining employees' satisfaction in modern settings.

H2: Psychological empowerment has a significant positive effect on employee job satisfaction among IT professionals.

Hybrid working models can also have an indirect impact on employees' job satisfaction, as they can provide the flexibility that employees seek, reduce commuting stress, and facilitate the integration of work and life. Flexible work options allow staff to better balance work and life responsibilities, fostering positive attitudes towards their jobs and organizations. Menshikova et al. (2025) found distinct patterns of employee satisfaction linked to new working methods, indicating that well-designed hybrid working is linked to positive experiences at work. Likewise, Scheide Miller and Giblin (2024) found that flexible working arrangements and supportive leadership teams lead to greater employee belonging and satisfaction levels. Consistent with this, reviews conducted by Telu and Kumar (2025) highlight the importance of having structures within organizations that support, encourage, and reinforce flexibility, inclusion, and sustainable working practices, which are vital to the well-being and satisfaction of employees in hybrid working settings.

In addition, the general literature suggests that the impact of remote, hybrid, and on-site work on employee engagement and organizational identification is varying. The cross between these two models has an impact on some critical relationships in the workplace, as identified by Uru, Gozukara, and Tezcan (2022). According to Loo et al. (2024), workplace flexibility, communication quality, leadership support, and organizational culture are the important factors affecting job satisfaction among employees after the pandemic. The findings suggest that hybrid work arrangements can directly impact the employee's satisfaction when done right.

H3: Hybrid workplace practices have a significant positive effect on employee job satisfaction among IT professionals.

Theoretically and empirically, the relationship between HPW and employee job satisfaction is likely to be mediated by psychological empowerment. Flexible and supportive workplace arrangements give employees more discretion, autonomy and opportunity for meaningful participation, which in turn improves their sense of

empowerment, and subsequently their job satisfaction. This has been shown by earlier studies conducted by Meng et al. (2015) who found that empowerment is an effective intervening variable between organizational factors and positive employee outcomes. Likewise, Gupta et al. (2024) and Kim and Yoon (2025) noted that empowerment related processes also play a key role in the way organizational support is translated into employee attitudes and performance in the virtual and hybrid work contexts. Hence, it is expected that hybrid workplace practices will have direct and indirect impact on job satisfaction through the psychological empowerment variable.

H4: Psychological empowerment significantly mediates the relationship between hybrid workplace practices and employee job satisfaction among IT professionals.

The literature reviewed suggests that overall, hybrid working arrangements create working conditions that contribute to psychological empowerment and a positive job experience. The integration of these constructs in a structural model offers a holistic perspective of the impact of today's working conditions on employees' outcomes in IT. The proposed hypotheses provide an empirical foundation for the study of direct and indirect relationships of hybrid workplace practices, psychological empowerment and employee job satisfaction, using structural equation modeling techniques.

Methodology

This study uses a quantitative cross-sectional research design to explore the structural relationships between hybrid workplace practices, psychological empowerment and job satisfaction among employees of the IT industry. Primary data were obtained by using a structured questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree with some items of measurement adapted from literature and validated. The study focuses on IT professionals in organizations with hybrid work policies, and a total of 530 valid responses are analyzed in the study. The respondents are sampled in a purposive manner and only those employees who directly experience hybrid workplace practices are selected. The collected data are analyzed with a Partial Least Squares Structural Equation Modeling (PLS-SEM) that is suitable for testing the complex structural relationship among the latent constructs and testing the mediation effect while testing the prediction-oriented research model (Hair, Ringle, Sarstedt, 2011; Hair, Risher, Sarstedt, Ringle, 2019; Sarstedt, Ringle, Hair, 2014). The analytical procedure steps consist of measurement model assessment (indicator reliability, internal consistency reliability, convergent validity and discriminant validity), and structural model assessment (bootstrapping technique to test the proposed hypotheses and the mediating role of psychological empowerment).

Results And Findings

Table 1: Demographic Profile of Respondents (N = 530)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	305	57.5
	Female	225	42.5
Age (Years)	21–30	176	33.2
	31–40	211	39.8
	41–50	98	18.5
	Above 50	45	8.5
Educational Qualification	Bachelor's Degree	189	35.7
	Master's Degree	257	48.5
	Doctorate	38	7.2
	Other Professional Qualification	46	8.7
Work Experience	Less than 5 years	131	24.7

	5–10 years	199	37.5
	11–15 years	118	22.3
	More than 15 years	82	15.5
Hybrid Work Experience	Less than 1 year	89	16.8
	1–3 years	239	45.1
	4–6 years	139	26.2
	More than 6 years	63	11.9

Source: Primary Data

The demographic profile shows that the majority of the respondents were males (57.6%) and females (42.4%) which means that the sampling was relatively balanced in terms of gender. The majority of participants come from the 31-40 age group (39.6%) and 21-30 (33.1%) indicating that the workforce is dominated by early and mid career IT professionals. The educational level of the respondents is very high (nearly half (48.6%) have a master's degree). When asked about professional experience, 37.6% indicated that they have worked for 5-10 years and 45.1% reported having 1-3 years of experience in a hybrid workplace, indicating a significant amount of experience with hybrid workplace practices. Demographic distribution, overall, is considered appropriate and diverse enough to explore the relationship between hybrid working, psychological empowerment, and job satisfaction of employees.

Table 2: Reliability and Validity Measures

Construct	Number of Items	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Hybrid Workplace Practices	6	0.912	0.931	0.693
Psychological Empowerment	8	0.928	0.943	0.675
Employee Job Satisfaction	6	0.904	0.926	0.678

Source: Primary Data

Table 2 shows the reliability and convergent validity results of the study constructs. Results revealed high internal consistency with Cronbach's alpha of all constructs ranging from 0.904 to 0.928, which is greater than the recommended alpha value of 0.70. Likewise, the Composite Reliability (CR) values range from 0.926 to 0.943, which is quite high and thus shows high reliability and consistency of the items measured. The Average Variance Extracted (AVE) of the constructs range from 0.675 to 0.693, exceeding the standard accepted value of 0.50, thus indicating good convergent validity. In general, the results indicate that the measurement model is reliable and the indicators reflect the latent constructs they represent, respectively, which is suitable to perform PLS-SEM analysis.

Table 3. Model Fit Summary (PLS-SEM Path Analysis)

Model Fit Index	Recommended Threshold	Obtained Value	Interpretation
Standardized Root Mean Square Residual (SRMR)	< 0.08	0.056	Good model fit
Normed Fit Index (NFI)	> 0.90	0.923	Acceptable model fit

RMS Theta	< 0.12	0.098	Good fit and well-specified reflective model
d_ULS	Lower than HI95 bootstrap value	1.287	Indicates acceptable model fit
d_G	Lower than HI95 bootstrap value	0.842	Indicates acceptable discrepancy level
Chi-Square (χ^2)	Lower values preferred	486.372	Acceptable for PLS-SEM exploratory analysis

Source: Primary Data

Table 3 shows the overall model fit indices obtained from the path analysis model used in this study using the PLS-SEM technique. The results of the overall model fit indices obtained in this study using the PLS-SEM path analysis technique are summarized in Table 3. SRMR 0.056 is lower than the recommended value 0.08, which means that there is a good fit between the proposed model and the data observed. The Normed Fit Index (NFI) is 0.923, which is higher than the recommended minimum of 0.90, indicating good model fit. In addition, the RMS value of 0.098 is lower than the acceptable value of 0.12, thus indicating the good reflective measurement model. The discrepancy measures d_ULS and d_G are within reasonable bootstrap limits; therefore, a substantial specification error seems unlikely for the estimated model. The overall model fit statistics show that the proposed structural model is suitable for testing the hypotheses through PLS-SEM as it has an acceptable level of fit.

Table 4. Structural Model Summary

Hypothesis	Path	Path Coefficient (β)	t-value	p-value	Result
H1	Hybrid Workplace Practices → Psychological Empowerment	0.684	18.942	< 0.001	Supported
H2	Psychological Empowerment → Employee Job Satisfaction	0.512	10.876	< 0.001	Supported
H3	Hybrid Workplace Practices → Employee Job Satisfaction	0.298	5.947	< 0.001	Supported
H4	Hybrid Workplace Practices → Psychological Empowerment → Employee Job Satisfaction (Indirect Effect)	0.350	8.164	< 0.001	Supported

Source: Primary Data

The result of the structural model analysis was carried out using the method of PLS-SEM which is shown in Table 4. The results indicate that Hybrid Workplace Practices have a positive sign and significant (p-value < 0.001) influence on Psychological Empowerment ($\beta = 0.684$, $t = 18.942$). This supports H1. Similarly, Psychological Empowerment significantly affects Employee Job Satisfaction ($\beta = 0.512$, $t = 10.876$, $p < 0.001$) which supports H2. A positive and statistically significant relationship between Hybrid Workplace Practices and Employee Job Satisfaction is also found ($\beta = 0.298$, $t = 5.947$, $p < 0.001$), supporting the H3. Secondly, the indirect effect of Hybrid Workplace Practices on Employee Job Satisfaction through Psychological Empowerment is significant ($\beta = 0.350$, $t = 8.164$, $p < 0.001$), which shows that Psychological Empowerment is a significant mediator in the proposed model and confirming the Hypothesis 4. The overall findings of the structural model indicate that good hybrid working practices positively and indirectly relate to job satisfaction as a result of boosting employees' psychological empowerment.

The results of the present study show that hybrid working practices have a significant positive impact on psychological empowerment and job satisfaction in the IT field. Positive links between hybrid work and psychological empowerment indicate that flexible working, good digital working and supportive organizational policies increase employees' sense of autonomy, competence and meaningful contribution. Moreover, the high direct impact of hybrid working on job satisfaction suggests that workers appreciate the flexibility and balance provided by hybrid working models, which results in more positive attitudes towards their job as a whole. The findings align with previous research that highlights the value of creating a well-designed hybrid workspace for better employee health, engagement, and workplace experiences. The results suggest that policies are as important as technology and that a culture of trust, flexibility and involvement should be encouraged to get the greatest value from hybrid working.

The study further validates the role of psychological empowerment as an important mediation between the hybrid workplace practices and employee job satisfaction. This means hybrid working contributes to improved job satisfaction beyond simply providing flexibility, by building employees' sense of control, self-determination, and influence within the workplace. Positive attitudes are more likely to be observed when employees feel empowered, and have more positive attitudes when they see value in their work, even when working remotely or in a hybrid environment. On the managerial side, the findings indicate that empowerment-based management approaches, participative decision making, continuous learning, and clear communication channels should be integrated with the hybrid workplace approach. These practices can help foster a positive workplace culture that helps keep employees engaged and productive for the long haul in a new era of the digital workplace.

Implications

The results from this study have implications for theory and management. Theoretically, the findings drive the importance of psychological empowerment as a mediator between hybrid workplace practices and job satisfaction, which further broadens the knowledge and understanding of the employee's behaviour in technology-enabled working contexts. At a more practical level, IT organisations should create policies for hybrid working that promote autonomy, flexibility, effective communication and employee input into decision making. Managers need to also implement empowering leadership practices and offer digital tools and ongoing support to boost staff's confidence and sense of ownership in their work. This can lead to higher job satisfaction, better retention rates, and sustainable organizational performance in a hybrid work environment, as revealed by Gupta et al. (2024), Kim and Yoon (2025), and Lathabhavan and Mehendale (2025).

Conclusion

In this study, the structural relationships between hybrid work practices, psychological empowerment, and employee job satisfaction were investigated using a PLS-SEM approach and with the help of IT staff members. Empirical results indicated that hybrid workplace practices positively affect psychological empowerment and job satisfaction, and psychological empowerment significantly and positively influences employee job satisfaction and acts as a mediator between hybrid workplace practices and job satisfaction. The findings highlight the need for flexible and empowering workplaces that allow staff to function effectively whilst maintaining positive attitudes in the workplace. Creating psychological empowerment within an organization and the workplace alongside supportive workplace practices can prove to be a strategic way of enhancing employee satisfaction and organizational success as hybrid work becomes a preferred organizational model and as organizations continue to embrace it.

Future Research Directions

Future research could further advance the proposed framework to include other factors or variables like organizational commitment, employee engagement, work-life balance, digital readiness, leadership style, or organizational culture to gain a deeper understanding of employee outcomes in hybrid working. Longitudinal studies can also be used to look at how empowerment and job satisfaction evolve over time, or comparisons between industries, countries, or demographic groups can be made, to enhance the generalizability of research findings. Moreover, the inclusion of moderating factors like remote work intensity, technological support, or

mindfulness may yield insights into the circumstances that enable the most successful implementation of hybrid work arrangements, which Puhakka et al. (2025), Telu and Kumar (2025), and Uru et al. (2022) have proposed.

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