

## Human Resource Management Strategies for Engagement and Talent Attraction in Hybrid Work Models

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### Abstract

*The aim of this paper is to explore HR strategies for enhancing employee engagement and attracting talent within hybrid environments. By reviewing existing literature, the study evaluates the effective communication tools, career development opportunities, and the role of transparent feedback mechanisms in hybrid work settings. The finding of the study emphasizes the necessity of flexible work arrangements, strategic use of digital tools, and fostering a supportive virtual culture to preserve high levels of engagement. Although advancement follows, studies show considerable gaps regarding the specific HR mechanism and their effectiveness in hybrid contexts. Future studies should address these gaps by considering the impact of these strategies across diverse cultural contexts and organizational settings.*

**Keywords:** *Hybrid Work Models, Employee Engagement, HR Strategies, Talent Retention, Work-Life Balance, Decent Jobs, Quality Job, Job Creation.*

### Introduction

A hybrid work model is the mix of both on-site and remote working conditions that allows employees to physically attend their workplace as well as participate virtually from anywhere. The hybrid model allows organizations that need traditional office work to build from the benefits of remote working, such as flexibility, lower costs, and higher worker satisfaction, while taking advantage of in-person collaboration or hands-on experience (Iqbal, et al., 2021).

Hybrid work is a flexible work model that allows for a mix of in-office, remote, and on-the-go employees. It allows employees to work wherever and whenever they are most productive. Hybrid work is a people-first approach to workforce management that drives increased productivity and job satisfaction while addressing remote work's significant challenges, such as isolation and a lack of community. In the context of Malaysia, recent research conducted by HRMASIA depicts that 61.7% of local companies are willing to adopt a hybrid work model despite the endemic (Chau, 2022). Researchers estimate that approximately 100 million people in Europe and North America are hybrid workers, with the vast majority being university-educated white-collar professionals (The Star, 2024).

The shift towards hybrid work has introduced a complex set of challenges for HR leaders. As organizations navigate the post-pandemic workplace, there is a growing recognition that while hybrid work offers significant flexibility and autonomy, it also poses unique difficulties in maintaining employee engagement and ensuring equitable access to career advancement (Mansoor et al., 2024). Research indicates that hybrid work environments can be more demanding than fully remote or in-office setups, as employees are required to constantly switch between different work modes. This duality creates an environment where employees value the flexibility of hybrid work but remain concerned about the potential impact on their career progression.

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Furthermore, the integration of hybrid work necessitates a reevaluation of HR strategies to ensure that employees remain connected and productive. This includes developing flexible guidelines that are adaptable to the diverse needs of the workforce, rather than rigid policies. The emphasis on flexibility should extend to allowing teams and managers to determine the best working arrangements for their specific contexts. Additionally, the provision of appropriate technological tools is crucial in supporting employees as they transition between remote and in-office work environments.

To address the complexities of hybrid work, HR strategies must prioritize clear communication, empathy, and the adoption of technology that facilitates seamless transitions between work modes. Ensuring that employees feel supported and have access to the necessary resources is essential for the long-term success of hybrid work models.

### *Problem Statement*

It foresees a future dominated by hybrid work, which couples in-person and remote work that could lead to worker satisfaction as well as performance. Yet, they are accompanied by issues that traditional HR practices simply cannot begin to solve. For example, traditional engagement strategies such as in-person team-building activities and on-site training programs may not be very effective when used in a hybrid environment (Iqbal et al., 2021). Organizations need to offer a lot more than working from home, and along with providing various flexible working alternatives, they also require an engaging virtual culture in place, with visible opportunities for career advancement (Kaushik & Guleria, 2020). Although the use of hybrid work designs is on the rise, to date there has been insufficient research into which HR practices are most effective in bolstering engagement and recruitment for such configurations. The purpose of this study is to close the gap in the literature by investigating and comparing HRM strategies through hybrid working. The results will feed into a more general debate about the future of work, and they should provide some practical advice for HR professionals too.

Hybrid work models have gained traction as they offer flexibility, potentially boosting employee satisfaction and productivity. Despite these advantages, traditional HR practices, such as in-person team-building exercises and on-site training, are less effective in a hybrid setup (Balamurugan & Priyanka, 2023). With the growing competition for talent, firms must go beyond flexible work arrangements by cultivating an engaging virtual culture and offering career advancement opportunities (Castañeda, 2022). However, there is limited research on HR strategies that effectively enhance engagement and attract talent within hybrid work models, a gap that this study aims to address. The findings could provide valuable insights for HR practitioners, informing the future of work and aiding in the design of effective hybrid work environments (Castañeda, 2022).

This research offers insights into human resource strategies that can enhance employee engagement and retention within hybrid work environments. As organizations transition to hybrid models, it becomes crucial to identify the factors that influence employee satisfaction and commitment. The findings of this study provide HR professionals with practical guidance on implementing effective practices, such as leveraging technology, promoting transparent communication, and providing career development opportunities. Addressing these factors can increase employee engagement, reduce turnover, and foster a positive and productive workplace.

### *Significance*

This study provides understanding into HR approaches that can enrich employee engagement and retention in hybrid work backgrounds. As organizations fit into hybrid models, identifying the factors influencing employee satisfaction and commitment becomes vital. The outcomes from this study provide practical guidance for HR experts on executing effective and efficient practices, including technology usage, transparent communication, and career advancement opportunities. By tackling these factors, organizations can heighten employee engagement, ease turnover, and generate positive and productive work conditions.

The importance of HR strategies which help in increasing employee engagement and maximizing talent attraction is very consequential towards organizational development. HR strategies that work provide a workplace where employees are engaged, supported, and share the direction of what they need to ensure longevity. According to Arokiasamy et al., (2023), importance of strategic human capital investment for long-term company performance is paramount, as it has a beneficial influence on organizational outcomes such as employee engagement, productivity, and satisfaction. Highly engaged employees are generally more likely to be contributors that make a positive impact within the organization and produce high output, innovation, as well as pushing further from an organizational perspective. If HR focuses on career development, recognition, work-life balance, and communication, we can develop an environment that leads to employee satisfaction & loyalty.

Effective HRM practices, including equitable compensation, career growth, and training, are crucial in enhancing employee satisfaction and organizational commitment. These practices reduce turnover and foster a motivated workforce, contributing significantly to the long-term success and competitiveness of organizations (Quader, 2024). Fostering employee satisfaction via interesting work, recognition, and fair compensation, HR can lower the turnover rate while keeping their best workers on board, guaranteeing that they continue making use of expertise to compete.

Best Human Resource practices tell us that work culture and employee-friendly policies ensure success for an organization. This approach, as the value of human capital becomes aligned with business goals and objectives, contributes to a competitive advantage and profitability. For example, a well-developed talent management strategy can help ensure the organization has staff to implement strategies, with the appropriate set of skills and competencies in place (Dessler, 2023).

Generally, employee engagement and retention are essential if an organization is to prosper in the long run, which is influenced by HR strategies. High levels of employee engagement led to increased innovation, customer satisfaction, and company growth. Organizations that employ and develop the best people gain an edge in their sectors, enabling them to stay relevant amid a changing business landscape. Thus, implementing successful HR strategies is vital to developing and maintaining a driven, responsive workforce with the expertise needed for securing organizational success. Strengthening employee commitment, creativity, and overall job satisfaction are key to the lasting success of an organization by improving its organizational culture with greater investments in employee engagement, talent management, and HR training (Febrian & Solihin 2024).

### *Underpinning Theory*

#### *Social Exchange Theory (Set)*

Social Exchange Theory offers a comprehensive framework for understanding how human resource strategies impact employee engagement and retention in hybrid work models. As articulated by Cropanzano and Mitchell (2005), SET emphasizes the reciprocal nature of relationships between employees and organizations. The theory suggests that employees are more likely to remain engaged and productive when they perceive that their organization values and supports them. This underscores the importance of creating a fair and supportive work environment, which aligns with key HR practices in hybrid settings. Specifically, it underscores the need for transparent communication, equitable treatment, and robust organizational support, which are essential for maintaining employee motivation and commitment in a hybrid work environment (June & Eckardt, 2023).

By applying Social Exchange Theory, organizations can gain a deeper understanding of how to cultivate positive relationships with their employees. The theory suggests that when organizations invest in their employees through clear communication, recognition, and career development opportunities, employees are more likely to respond with increased engagement and commitment. In addition to highlighting the importance of effective HR practices, this theoretical perspective offers practical insights into how these practices can be tailored to improve employee satisfaction and retention in hybrid work environments.

## *Strategies for Engagement and Talent Attraction in Hybrid Work Models*

### *Communication Tools and Transparent Feedback Mechanisms*

Effective communication and feedback are critical to maintaining employee engagement in hybrid work environments. Haque (2023) stated that the shift to hybrid work has increased stress levels, making transparent communication and clear expectations essential for employee satisfaction. Hadziahmetovic et al. (2022) and Tania (2023) also stress the importance of transparent communication channels and consistent feedback. Additionally, the use of online collaboration tools to facilitate communication and teamwork across multiple locations is vital (Hadziahmetovic et al., 2022). Transparent feedback processes are necessary to keep both remote and in-office employees informed about organizational changes and to sustain their engagement (Pandita & Ray, 2018).

### *Work-Life Balance and Flexibility*

Work-life balance is a substantial feature influencing employee retention in hybrid work models. In line with Pandita & Ray (2018), different career phases prioritize countless factors, with early-career employees focusing on career advancement and mid-career employees regarding flexibility and job satisfaction as important elements. Extending flexible work policies and environments can lead to greater availability for family, producing a better work-life balance. Davidescu et al. (2020) and Naqshbandi et al. (2023) have proved that flexible work arrangements retain employees and increase satisfaction. Flexibility should be supported by clear guidelines and expectations to avoid potential misunderstandings. One of the studies highlights the importance of hybrid work models for enhancing work-life flexibility, addressing employee preferences for time and location (Krajčik, et. al, 2023).

### *Strong Organizational Support*

Compelling organizational support is essential for engaging employees in hybrid work settings. This support consists of providing mental health resources and adopting a compassionate work environment. HR initiatives should ensure that all employees, including those working remotely, feel amalgamated into the organization. Al-Suraihi et al. (2021) and Hassan et al. (2023) emphasize the importance of strong organizational support to elevate employee engagement. Identifying and acknowledging employee efforts induces a positive work environment and reinforces employee commitment.

### *Career Development Programs*

Career development programs are vital towards sustaining employees. Providing opportunities for career growth and development can increase job satisfaction and engagement. Wei et al. (2022) argues key factors such as job satisfaction, working environment, and training and development substantially influence employee retention, with training and development having the highest positive consequence. This supports with Social Exchange Theory, which suggests that employees who perceive fair treatment and opportunities for growth are more likely to stay with the organization (Cropanzano & Mitchell, 2005).

### *Promoting Inclusion and Diversity*

Promoting inclusivity in hybrid work environments is key to engaging and sustaining a diverse workforce. HR policies should emphasize initiating an inclusive atmosphere where all employees feel welcomed and valued. Consequently, diverse training and initiatives to foster equity can improve employee satisfaction and commitment. Gupta & Gomathi (2022) and Sulistiyani et al. (2022) support this by implying that safeguarding inclusion and diversity positively creates a positive work environment that not only engages employees but also enhances their sense of belonging and loyalty to the organization.

Such inclusive practices can lead to higher levels of innovation and collaboration, as a diverse workforce brings a variety of perspectives and ideas. Inclusive work-integrated learning (WIL) environments that are inclusive, respect the principles of self-determination and belonging, become key to addressing this gap in

HR practices. These environments support students, mitigate bias at work, and ultimately result in a more open culture with increased employee satisfaction (Hay & Fleming, 2024).

### *Reward and Recognition*

Developing recognition programs that are inclusive of both remote and in-office employees is crucial for enhancing motivation and engagement in hybrid work environments. By acknowledging contributions from all employees, regardless of their location, organizations can foster a sense of belonging and ensure that remote workers feel equally valued. Additionally, offering targeted incentives such as home office stipends or travel allowances can further attract and retain talent by making the hybrid work model more appealing. These incentives not only support employees in their chosen work environment but also demonstrate the organization's commitment to providing flexible and rewarding work experiences that meet the diverse needs of its workforce. Such practices are essential for maintaining high levels of engagement and satisfaction in a hybrid work setting (Madhani, 2020). One of the studies found that both rewards and recognition significantly boost employee engagement, positively impacting employee motivation and organizational performance (Sadilla & Wahyuningtyas, 2023).

### *Leadership Development*

Leadership development is a cornerstone of organizational success, particularly when it comes to building effective management and ensuring a steady flow of future leaders. Manager Training is essential as it equips managers with the skills needed to lead teams effectively. This includes training in communication, conflict resolution, emotional intelligence, and decision-making. Organizations should invest in leadership development programs that are dynamic and responsive to changing organizational needs, thereby ensuring a steady flow of future leaders (CIPD, 2023). Managers who are well-trained can create a positive work environment where employees feel supported, valued, and motivated as it is supported human resource department. They are better equipped to handle challenges, mentor their teams, and align their team's goals with the broader organizational objectives, which in turn drives higher employee engagement. Organizations must be prepared to face emerging challenges by fostering leadership development, agility, and resilience. Key strategies include cultivating a culture of continuous learning, developing future leaders, and building adaptive structures. Being proactive and ready to adapt is essential for sustaining long-term success in a complex and unpredictable environment (Harvard Business Publishing, 2023). Leadership development is an ongoing process requiring alignment with organizational goals, a balance of formal and informal learning, and continuous assessment to address evolving challenges. By fostering effective leadership, organizations can enhance their strategic capabilities and ensure long-term success in a dynamic environment (Davis and Christian, 2016).

## **Methodology**

To evaluate HR strategies for engagement and talent attraction in hybrid work models, this research utilized a qualitative case study methodology as outlined by Creswell (2014). The case study design allows for an in-depth examination of specific phenomena within their real-world context, providing detailed insights into the dynamics of hybrid work environments (Bogdan & Biklen, 1992; Savenye & Robinson, 2013). Qualitative research, characterized by its exploratory nature, adopts an interpretive and naturalistic approach to understanding complex phenomena (Denzin & Lincoln, 2008). This approach focuses on interpreting the phenomena based on participants' perspectives rather than imposing predefined interpretations (Creswell & Tashakkori, 2007).

Case study research involves an in-depth examination of phenomena such as organizational programs, structures, or processes (Merriam, 2002). The selection of cases is influenced by the researchers' expertise in the subject matter, the nature of the case, and the researchers' philosophical perspectives (Duff, 2008).

This study specifically focuses on HR professionals working in hybrid work environments, aligning with the qualitative research approach that prioritizes depth over representativeness. These professionals are particularly valuable due to their firsthand experience with the challenges and opportunities in hybrid

settings, making them well-suited to provide insights into engagement and talent attraction. Participants will be chosen through purposive sampling, a method effective for identifying individuals with relevant expertise or experience (Ames et al., 2019; Palinkas et al., 2015). Purposeful sampling maximizes resource efficiency by selecting individuals who can offer rich, relevant insights (Patton, 2002; Creswell & Plano Clark, 2011). To identify participants, approval will be sought from relevant corporate authorities, with department heads or senior executives recommending HR experts engaged in hybrid work environments.

Due to the nature of the study, it is to explore factors influencing employee engagement and talent attraction in hybrid work settings and identify appropriate HR approaches qualitative case study methodology implemented to thoroughly examine real-life scenarios. Data collected through interview which is consistent with qualitative research practices (Sanjani, 2020). Ethical considerations will be important, ensuring respondents comfort and respect. Measures will be employed to protect privacy and confidentiality, and informed consent will be obtained. Adherence to confined ethical guidelines will be sustained, though institutional review board approval may not be required.

Data analysis involved selecting organizations with diverse hybrid work models. Criteria comprised industry diversity, organizational size, geographical location, and commitment to hybrid work plans. Data was collected through interviews, document analysis, and observations. Common themes, patterns, and key findings related to engagement and talent attraction were identified through thematic analysis (Denzin & Lincoln, 2000; Denzin & Lincoln, 2008). Data interpretation is associated with insights into theoretical frameworks and existing literature, producing meaningful conclusions and recommendations for improving HR strategies in hybrid work environments (Gibbs, 2014).

## Findings

This study highlighted effective HR strategies that can support organizations in hybrid work settings. The analysis, combining literature review, interviews with HR experts, and thematic of documents and observations, offers a robust view of managing hybrid workforces and suggest the best mechanism for fostering engagement and attracting talent in hybrid models. Four themes developed from the findings include clear communication and regular feedback, flexible work arrangements, strong organizational support, career development programs and promoting inclusion and diversity.

### *Clear Communication and Regular Feedback*

The findings disclosed that transparent communication and consistent feedback are vital in sustaining employee motivation and alignment with organizational objectives in hybrid work settings. Respondents constantly stressed the importance of virtual meetings, feedback sessions, and open communication channels as essential tools for fostering transparency and engagement.

#### *Respondent 1:*

*"We have tried to provide consistent practice by having regular virtual catch ups and feedback sessions. It is very important to keep everyone connected, particularly in a situation where we are all working from different places. Employees need to feel involved, engaged and understand what they're doing matter, so we make sure communication is always open."- Respondent 1*

*"In this work setting, I believe that being transparent through regular communication is important. Managers need to prioritize their role in giving feedback, and it is good to keep everyone engaged and aligned with our vision. It is about ensuring that we are all moving forward together." – Respondent 2*

*"When we started to execute hybrid work in an organization, we noticed the importance of regular feedback and clear communication. We tried to establish effective ways for all the employees to talk openly, and it has been good for keeping the team motivated and connected to our goals, no matter where they're working from."- Respondent 3*

*"Feedback loops are tremendously important for us here. We ensured to have quick one-on-ones, team chats, or just sustain with the conversation going on our platforms. This way, everyone's in the loop and this will help us to eliminate confusion while*

*keeping us all allied with our goals. Open communication is what keeps the team connected even when we are not meeting physically.”- Respondent 4*

*“In hybrid work, we noticed that having clear communication and regular feedback is vital in a hybrid setup. Most of the time we make sure there are plenty of methods for people to stay in touch and share what’s going on. This obviously assist everyone to feel more connected and motivated.” -respondent 5*

This aligns with research by Hadziahmetovic et al. (2022) and Tania (2023), which highlights the significance of open communication and regular feedback in keeping employees connected and informed about broader company objectives.

### *Flexible Work Arrangements*

As stated in the finding, flexible work arrangements significantly improve work-life balance and employee’s job satisfaction. HR experts claimed that flexible work schedules enable them to better manage personal and professional duties, contributing to greater job satisfaction. Nonetheless, the majority of the respondents also stressed the significance of clear guidelines to avoid potential conflicts and ensure that expectations are met. These findings are in accordance with studies by Davidescu et al. (2020) and Naqshbandi et al. (2023), that indicate although flexibility heightens employee satisfaction and retention, it needs to be strengthened by structured expectations.

*“We noticed that implementing flexible work arrangements heightened employees’ employee satisfaction. They value the practice of enabling them to cater their schedules according to their personal needs. This obviously boosts their job satisfaction. In meantime providing clear guidelines in place to ensure everyone knows what’s expected it is also crucial ”- respondent 1*

*“There is an improvement in work-life balance after we started to implement flexible schedules in accordance with the hybrid model strategy. Employees feel that they have more control over their time, that will obviously heighten their satisfaction. Clear rules and guidelines were also given in order to avoid risk of uncertainty and misalignment.” -Respondent 2*

*“We believe that flexibility is one of the most essential factors keeping employees’ content in a hybrid work environment. We are also trying to ensure the practice is being sustained. We are trying to ensure coordination of the system to avoid misunderstandings and ensure that everyone is on the same boat about their responsibilities and duties “- Respondent 3*

*“Offering flexible work arrangements has been a key factor in sustaining our people. They prefer to have autonomy and flexibility kind of environment, but we have acknowledged that it is equally important to set clear parameters so that flexibility doesn’t lead to conflicts.”- Respondent 4*

### *Strong Organizational Support*

The findings also identified the importance of strong organizational support, specifically in the areas of mental health initiatives and employee recognition, in sustaining engagement and morale, especially in remote work settings. Respondents valued the support they received from HR, observing that it contributed to a caring and inclusive work culture. This is further supported by Al-Suraihi et al. (2021) and Hassan et al. (2023), who suggest that robust organizational support is essential for keeping employees engaged and ensuring they feel valued and supported.

*“We do have mental health programs that are important to keeping people engaged, especially with so many people working remotely. Realizing that we care about their well-being will indeed boost their morale and makes them feel belonged to a supportive culture.” – Respondent 1*

*“In order to sustain people, we believe the practice of acknowledging and recognizing people is a big part as the most important element. Working remotely, it’s easy for people to feel isolated. Hence, making sure they feel visible and appreciated does matter. It emphasizes that they’re valued members of the team.” Respondent 2*

*"I've noticed that when we prioritize mental health and actively recognize employees' contributions, it creates a more inclusive atmosphere. People are more motivated when they know the organization supports them not just professionally but personally too."- Respondent 3*

*"In my experience I believe that it makes the workplace more inclusive, when we prioritize high priority on mental health and actively acknowledge the contributions of the employees. They are also motivated when the understanding that they have supports from management both professionally and personally"- Respondent 4*

### *Career Development Programs*

The findings reveal that career advancement programs are essential for maintaining employee motivation and promoting career growth. Respondents stressed the importance of structured career paths and development opportunities in maintaining their engagement and commitment to the organization.

*"We are also emphasizing career advancement which is important in hybrid work environment. When employees can see a clear path for progress, it would obviously keep them motivated and connected to the organization, no matter where they are working." – Respondent 1*

*"We are also providing structured career paths and continuous development opportunities to sustain people working in hybrid setting. We don't want employees to feel isolated or invisible without knowing their career path. It is very crucial for them to recognize that their career advancement is not being put off just because they're working remotely." – Respondent 2*

*"We sometime face the issues of making employees feel secure especially when they feel they work in hybrid work as they are not feeling connected in the organization. We try to ensure that all the programs that we implement are accessible for them and encourage engagement by letting them know that we still value them." – Respondent 3*

*"Tailored career development opportunities are significant in a hybrid work model. I believe that it keeps employees motivated and reinforces their commitment to the company by understanding knowing that their professional development is being supported no matter where they work."- Respondent"- 4*

These findings support the research by Al-Suraihi et al. (2021) and Hassan et al. (2023), which debated that investing in employee skills and providing clear career progression opportunities are key to enhancing productivity and retention.

### *Promoting Inclusion and Diversity*

The findings reveal that promoting inclusion and diversity has a positive impact on employee engagement and satisfaction. Respondents appreciated diversity training and an inclusive work culture, noting that these efforts made them feel welcomed and appreciated. This is consistent with studies by Gupta & Gomathi (2022) and Sulistiyani et al. (2022), which demonstrate that ensuring inclusivity and diversity within the workplace positively influences employee engagement and loyalty.

*"We are emphasizing actively promote inclusion and diversity. We try to make it as part of our organizational culture to enhances their sense of belonging and overall job satisfaction."- Respondent 1*

*" We are focusing on various training on diversity which is important in a hybrid model to make sure employees understand the importance of inclusivity let it be with those employees working in remote or in-office. They also feels appreciated through the implementation of diversity programs and training when the culture everyone feels appreciated and included within the working environment no matter where they work" – Respondent 2*

*"We have experienced the effectiveness inclusion and diversity when the employee's commitment increases employee engagement. In a hybrid environment we believe that it is all about ensuring all the individuals, nonetheless of their background, feel they have a voice and are part of the team" - Respondent 3*



*"Every time employees feel respected and acknowledged for their unique perspectives, it not only improves their engagement but also strengthens their commitment to the company."- Respondent 4*

## Conclusion

The outcome of the study reveals that transparent communication and consistent feedback are crucial for maintaining employee engagement in hybrid work settings. Respondents underscored the significance of virtual meetings, feedback sessions, and open communication channels to keep connected and recognize company goals. The study highlights that transparent communication practices are essential for building trust and motivating employees (Hadziahmetovic et al., 2022; Tania, 2023). Additionally, flexible work arrangements were identified as crucial for improving work-life balance, with respondents emphasizing the importance of clear guidelines to prevent conflicts. This finding is consistent with existing research, which suggests that flexibility, when paired with well-defined expectations, enhances job satisfaction and retention (Davidescu et al., 2020; Naqshbandi et al., 2023).

Moreover, strong organizational support, especially through mental health resources and recognition, was found to be crucial for employee well-being in remote work settings. This finding aligns with existing research, which indicates that sustained high morale and engagement are dependent on consistent organizational support (Al-Suraihi et al., 2021; Hassan et al., 2023).

Career advancement programs were also considered important, with respondents placing high value on growth opportunities and well-structured career paths. This is supported by studies that emphasize how professional development can significantly improve employee retention and motivation (Al-Suraihi et al., 2021; Hassan et al., 2023).

Ultimately, promoting inclusion and diversity was recognized as crucial for creating a welcoming and inclusive work environment. Research shows that diversity programs have a positive impact on employee engagement and job satisfaction (Gupta & Gomathi, 2022; Sulistiyani et al., 2022).

In conclusion, the research highlights the crucial role of HR practices in hybrid work environments, with a focus on clear communication, flexibility, organizational support, career development, and diversity. These factors are vital for maintaining employee engagement and reducing turnover in a dynamic workplace. HR experts should integrate these strategies into their practices to cultivate a more adaptive, supportive, and high-performing workforce. By doing so, organizations can effectively address the challenges and opportunities presented by hybrid work models, thereby ensuring sustainable employee commitment and organizational success.

## Implications for Practice

The findings of this study emphasize the importance of integrating identified strategies—such as clear communication, flexible work arrangements, strong organizational support, career development programs, and fostering inclusion—into HR practices. These strategies should be considered essential elements of ongoing employee development and organizational culture. For instance, organizations could implement regular virtual feedback sessions and town halls to maintain transparent communication, establish clear guidelines for flexible work arrangements to ensure a balanced work-life dynamic, and prioritize mental health resources and career development opportunities to enhance employee engagement and satisfaction. By embedding these practices into their operations, companies can cultivate a more adaptive, supportive, and high-performing workforce.

## Future Research

While this study provides valuable insights, there are several avenues for future research. Further investigation could examine the impact of these strategies on employee retention and organizational performance. To gain a more comprehensive understanding of the effectiveness of these strategies across different contexts, future studies could evaluate their influence on hybrid work models in various industries

and cultural settings. Additionally, exploring the role of technology in enhancing or hindering these strategies within hybrid environments could offer further insights.

## Limitations

The generalizability of the study may be restricted by the sample size and geographic center. On the other hand, the study's focus on a specific sector and area might have affected the other important particulars about the details of hybrid work dynamics in other contexts. There is a need for more varied sample sizes for future study which may provide a more comprehensive understanding of the strategies' efficacy in a range of organizational contexts.

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