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Hybrid Work and the Remaking of Organizational Attachment

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Abstract

Hybrid work has loosened the historical coupling between organizational attachment and routine presence in a common workplace. This shift creates a conceptual and practical problem: employees may remain formally connected to an organization while experiencing discontinuities in identity, reduced access to consequential voice, weakened relational proximity, or intensified work–nonwork permeability. This integrative review examines how organizational attachment is remade across recurrent movement among offices, homes, and third spaces. It combines heterogeneous quantitative, qualitative, longitudinal, experimental, theoretical, and methodological evidence across four domains: identity continuity, employee voice, belonging, and boundary control. The synthesis indicates that attachment is not uniformly strengthened or weakened by spatial flexibility. Instead, it is reconfigured through the quality of work design, access to identity-supporting cues, the visibility and safety of speaking up, relational responsiveness, and employees' capacity to control boundaries and availability. The literature converges on the importance of organizational enactment and managerial interpretation, but conflicts over whether flexibility produces autonomy or autonomy pressure, connection or isolation, and visibility or marginalization. These conclusions remain conditional because work arrangements, constructs, occupations, national contexts, and time horizons are inconsistently defined and frequently examined through self-report or short-term designs. The review contributes an original Organizational Attachment Reconfiguration Framework that integrates the four domains without treating it as a validated causal model. Longitudinal, multilevel, comparative, and arrangement-specific research is required before stable organizational effects or universal design prescriptions can be inferred.

Keywords: Hybrid, Attachment, Identity continuity across work locations, Belonging in spatially fragmented organizations, Boundary control and attachment trade-offs, Organizational attachment reconfiguration framework

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Introduction

Hybrid work relocates organizational life without removing the organization from employees' daily experience. Employees repeatedly move among corporate offices, domestic settings, client sites, coworking spaces, and digitally mediated interactions, so attachment can no longer be inferred from physical attendance alone. Hybrid work is therefore treated here as an enacted work-design configuration involving location patterns, temporal discretion, task interdependence, communication quality, support, monitoring, and workload rather than as a simple label for working away from the office [1]. This distinction separates designed hybrid arrangements from emergency remote work and distinguishes location flexibility from temporal flexibility. It also positions organizational attachment as a family of related but non-equivalent bonds, including organizational identification, affective commitment, belonging, and embeddedness.



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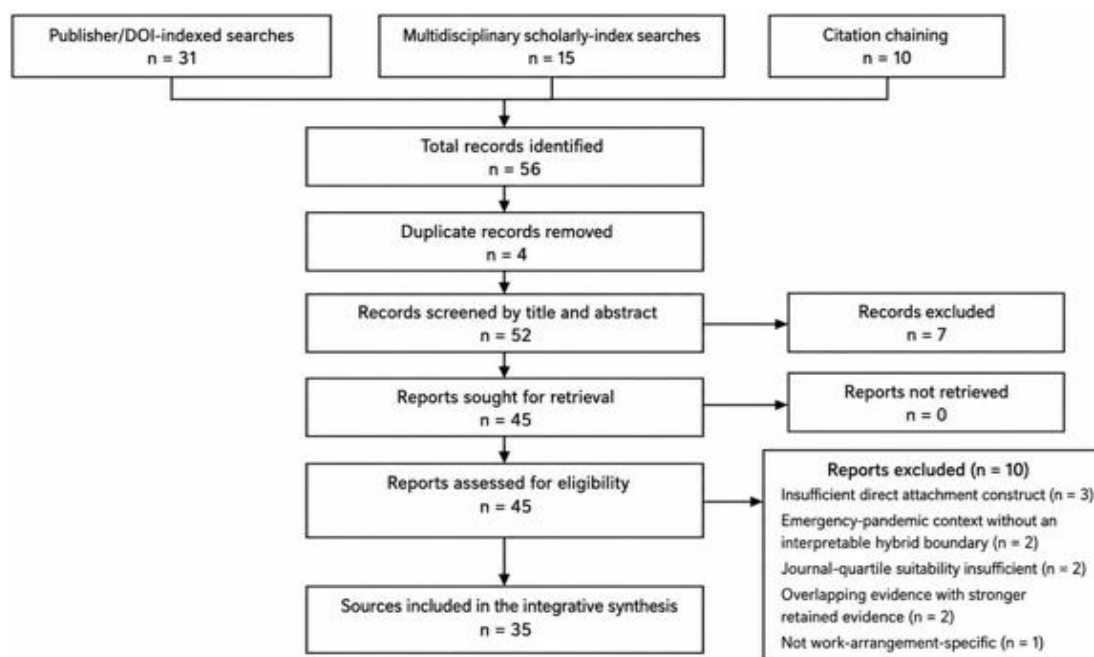
The prevailing flexibility narrative is insufficient because the same arrangement can produce attachment benefits and costs. Large-scale evidence associates remote work with greater discretionary effort and job-related reciprocity, but also with work intensification and work–life spillover [2]. Such findings do not establish that remote work causes commitment or conflict; they show why autonomy should be distinguished from autonomy pressure and why formal flexibility should be distinguished from employees’ control over its use. Organizational attachment may be sustained through trust, support, and meaningful discretion while simultaneously being strained by persistent availability, unequal access to visible work, or the transfer of coordination and boundary-management costs to employees.

Spatial fragmentation also changes the relational infrastructure through which attachment is enacted. Longitudinal organizational-network evidence indicates that remote work can make collaboration networks more static and siloed while shifting communication toward less synchronous modalities [3]. Yet the broader remote-work literature remains heterogeneous across work-arrangement definitions, well-being dimensions, occupations, and methods [4]. This integrative review consequently asks how identity continuity, voice, belonging, and boundary control interact in remaking attachment; where evidence converges or conflicts; and which conclusions remain bounded by design, context, measurement, and time. Its contribution is an evidence-bounded synthesis and an original conceptual framework, not a claim of exhaustive retrieval, causal validation, or a universally optimal hybrid-work model.

Review scope and integrative synthesis approach

An integrative-review design was used because the focal problem spans empirical traditions that cannot be reduced to a common effect metric. The approach follows review-method guidance for transparent problem formulation, purposeful search, critical evaluation, analysis, and synthesis across heterogeneous evidence [5]. Searches combined title variants with terms for hybrid, remote, telework, flexible, distributed, and third-space work; organizational identification and commitment; identity continuity and professional identity; voice, silence, listening, and response; belonging, loneliness, social presence, and relational proximity; and boundary control, permeability, availability, and work–nonwork conflict. Publisher and DOI-indexed discovery, multidisciplinary scholarly-index searching, and backward and forward citation chaining were used. Eligible articles were peer reviewed, DOI-bearing, published within the prespecified period in journals meeting the relevance and quartile criteria, directly connected to the focal constructs, and sufficiently detailed to extract the work arrangement, context, design, principal finding, limitation, and interpretation boundary.

The search identified 56 records: 31 through publisher and DOI-indexed searches, 15 through multidisciplinary scholarly-index searches, and 10 through citation chaining. Four duplicates were removed, leaving 52 records for title-and-abstract screening; seven were excluded. Forty-five reports were sought and retrieved, and all were assessed for eligibility. Ten were excluded: three lacked a sufficiently direct attachment construct, two examined emergency-pandemic conditions without an interpretable hybrid boundary, two did not meet journal-quartile suitability, two overlapped with stronger retained evidence, and one was not specific to a work arrangement. The remaining 35 sources entered the synthesis. PRISMA-compatible reporting was used to document record movement while preserving the integrative-review design and without implying exhaustive coverage [6]. **Figure 1** reports the verified flow of records through identification, duplicate removal, screening, full-text assessment, exclusion, and final inclusion for this integrative review article.



The diagram is a reporting device and does not change the declared review design or establish exhaustive coverage.

Figure 1. PRISMA Flow Diagram for Evidence Identification and Selection

The figure reports the evidence-identification and selection process used for “Hybrid Work and the Remaking of Organizational Attachment.” Fifty-six records were identified, four duplicates were removed, 52 records were screened, seven were excluded at title and abstract, 45 reports were retrieved and assessed, 10 were excluded for reconciled eligibility reasons, and 35 sources were included. The diagram is a reporting device and does not change the declared review design or establish exhaustive coverage.

Alt-text description

A black-and-white PRISMA-compatible flow diagram with three identification boxes: publisher and DOI-indexed searches, $n=31$; multidisciplinary scholarly-index searches, $n=15$; and citation chaining, $n=10$. The boxes merge into 56 total records. Four duplicates are removed, leaving 52 screened; seven are excluded. Forty-five reports are sought and retrieved, and 45 are assessed. Ten are excluded: insufficient direct attachment construct, $n=3$; emergency-pandemic context without an interpretable hybrid boundary, $n=2$; journal-quartile suitability insufficient, $n=2$; overlapping evidence with stronger retained evidence, $n=2$; and not work-arrangement-specific, $n=1$. Thirty-five sources remain.

Q1-journal-publication-ready figure prompt

Create a publication-grade, strictly black-and-white PRISMA-compatible flow diagram titled “PRISMA Flow Diagram for Evidence Identification and Selection” for the article “Hybrid Work and the Remaking of Organizational Attachment.” Use a pure white background, black sans-serif text, black rectangular outlines, thin black connecting arrows, generous spacing, and a conventional top-to-bottom structure. Populate only these verified counts: publisher/DOI-indexed searches $n=31$; multidisciplinary scholarly-index searches $n=15$; citation chaining $n=10$; total records $n=56$; duplicates removed $n=4$; records screened $n=52$; title-and-abstract exclusions $n=7$; reports sought $n=45$; reports not retrieved $n=0$; reports assessed $n=45$; eligibility exclusions $n=10$, comprising insufficient direct attachment construct $n=3$, emergency-pandemic context without an interpretable hybrid boundary $n=2$, journal-quartile suitability insufficient $n=2$, overlapping evidence with stronger retained evidence $n=2$, and not work-arrangement-specific $n=1$; sources included $n=35$. Use no color, shading, gradients, icons, decorative imagery, logos, three-dimensional effects, approval marks, placeholders, or unsupported methodological claims. Ensure journal-column legibility and 300-dpi export readiness.

Exact manuscript placement

Section 4, “Review Scope and Integrative Synthesis Approach,” immediately after the corresponding substantive methods callout.

Evidence was extracted by work-arrangement definition and intensity where reported; population, occupation, organizational and national setting; data source and time horizon; attachment, identity, voice, belonging, and boundary constructs; organizational or managerial conditions; reported associations or mechanisms; moderators, mediators, alternatives, stated

limitations, and transferability boundaries. Relevance appraisal emphasized directness of construct fit, clarity of context, design-to-claim alignment, and the risk of treating emergency remote work as designed hybrid work. Evidence was first classified by domain and design, then compared for convergence, conflict, and conditionality. Cross-domain synthesis preserved distinctions between association and causation, employee perception and organizational behavior, channel availability and consequential influence, contact and belonging, and autonomy and boundary control.

Identity continuity across work locations

Identity continuity refers to employees' capacity to experience coherence in who they are at work while locations, audiences, artefacts, and interaction routines change. It differs from identity regulation, through which organizational norms shape acceptable selves, and from professional or role identity, which may be anchored outside the employing organization. Qualitative evidence shows that flexwork can re-regulate working communities and identities through spatial practices and organizational rules rather than simply preserving an office-based identity at a distance [7]. Under reduced face time, distributed workers may also use costly signals of availability, responsiveness, and sacrifice to demonstrate commitment [8]. These practices can create recognizable membership, but displayed visibility should not be treated as equivalent to affective commitment or genuine identification.

Identity is also enacted through material and embodied cues. Experimental evidence indicates that attire congruence can shape remote workers' authenticity, power, and engagement, illustrating how apparently minor practices assist role transition across domestic and organizational settings [9]. In a high-consequence occupation, technologically mediated remote work disrupted professional meaning and moral identity, prompting coping and identity-repair practices [10]. Conversely, coworking spaces may provide material credibility, shared ethos, and energizing connections that anchor professional identity [11]. These findings widen the analysis beyond office versus home, but they do not show that third-space identification necessarily transfers to the employing organization or that extreme occupational experiences generalize to routine knowledge work.

Across the evidence, identity continuity appears distributed across spatial regulation, visibility signals, and embodied cues [7-9]. The reviewed studies suggest three conditional pathways: preservation when locations provide coherent role cues and relational recognition; reconstruction when workers develop new rituals, narratives, or identity anchors; and disruption when technologies, norms, or occupational consequences make established meanings difficult to sustain. These pathways may coexist within the same arrangement and may change over time. The evidence therefore supports context-dependent identity processes, not a single directional effect of hybrid work or a validated trajectory from physical absence to weaker attachment. **Table 1** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for review design, evidence domains, and extraction framework for hybrid work and the remaking of organizational attachment.

Table 1. Review design, evidence domains, and extraction framework for Hybrid Work and the Remaking of Organizational Attachment.

Evidence domain or review construct	Review question	Eligible evidence type	Extraction fields	Appraisal or relevance criterion	Synthesis role	Main limitation	Interpretation boundary
Work-arrangement scope	How are hybrid, remote, telework, distributed, and third-space arrangements enacted?	Quantitative, qualitative, mixed-method, longitudinal, and theoretical evidence	Location pattern; temporal flexibility; voluntariness; task and communication design	The arrangement must be defined sufficiently to avoid treating location as the sole mechanism	Work-design evidence indicates that organizational support and job demands condition remote-work experience [1].	Definitions and intensities vary across studies [4].	Emergency remote work is not automatically equivalent to designed hybrid work
Organizational attachment	Which bond is examined: identification, commitment, belonging, embeddedness, reciprocity, or a proxy?	Direct measures and clearly specified conceptual evidence	Construct; level; measure; target of attachment; time horizon	The reported indicator must correspond to the claimed attachment construct	Remote work can combine reciprocity-related effort with boundary costs [2].	Related constructs are frequently treated as interchangeable	Effort, visibility, engagement, or place attachment cannot independently establish organizational attachment
Identity continuity	How is a coherent work self preserved, disrupted, or	Qualitative process, experimental, and mixed-	Identity target; spatial cues; rituals; relational	Evidence must identify an identity mechanism	Spatial regulation can reconstitute	Context-specific qualitative evidence limits	Identity continuity is not synonymous with stable

	reconstructed across locations?	method field evidence	recognition; change process	rather than infer identity from attendance	community and identity [7].	prevalence claims	organizational identification
Visibility and embodied cues	How do employees signal membership and enter work roles without routine copresence?	Field studies and experiments	Availability signals; sacrifice; attire; authenticity; engagement; audience	Symbolic display must be separated from durable attachment	Distributed workers may produce costly visibility signals [8]; embodied cues can shape short-term identity-related states [9].	Signals can reflect pressure, while experiments have limited temporal realism	Displayed commitment and momentary engagement are not affective commitment
Meaning disruption and repair	When does remote mediation unsettle professional meaning?	Longitudinal or process-oriented qualitative evidence	Occupational stakes; moral meaning; coping; identity repair; technology	Transferability must reflect occupational consequence and context	Remote mediation can prompt identity-repair practices in high-consequence work [10].	Extreme settings may amplify the observed mechanisms	Findings cannot be generalized directly to routine hybrid knowledge work
Third-space identity anchoring	Can nonorganizational workplaces supply identity-supporting material and relational cues?	Mixed-method and qualitative field evidence	Place; credibility cues; shared ethos; connections; employment relationship	Professional identity must be distinguished from attachment to the employer	Coworking environments may anchor professional identity [11].	Operator and membership contexts differ from employer-designed hybrid work	Third-space attachment does not necessarily transfer to the employing organization
Voice, belonging, and boundary control	How will later domains be extracted without collapsing distinct mechanisms?	Original review-design categories for subsequent evidence synthesis	Voice stage; listening and response; social presence; control; permeability; availability	Each domain requires construct-specific evidence and an explicit level of analysis	Original synthesis role: connect the domains only after separate appraisal	Direct hybrid-specific and longitudinal evidence is uneven	Planned integration does not establish causal ordering or framework validation

Employee voice under reduced physical copresence

Employee voice under hybrid work must be separated into opportunity, enacted behavior, silence, managerial listening, organizational response, and consequential influence. Voice is a discretionary expression of work-related ideas, concerns, or suggestions, whereas silence is the withholding of potentially relevant input; neither can be inferred simply from the presence or absence of messages in a digital channel. The broader literature shows that safety, expected efficacy, hierarchy, issue type, and organizational reception operate at different stages of voice and silence [12]. Promotive voice, which advances improvements, and prohibitive voice, which raises concerns, share some antecedents but also display distinguishable associations and consequences [13]. These distinctions matter because reduced copresence may alter each stage differently. Digital voice channels can expand reach, persistence, and accessibility while simultaneously increasing identifiability, audience ambiguity, and perceived exposure. An affordance perspective shows that visibility, persistence, association, accessibility, and control can encourage, constrain, or redirect employee voice depending on channel design and organizational context [14]. Experimental evidence further indicates that anonymity and visibility affect willingness to raise workplace concerns by changing identification risk, expected audience, and anticipated consequences [15]. Digital access is therefore not equivalent to voice opportunity in a substantive sense, and voice opportunity is not equivalent to influence. A technically open channel may remain socially unsafe, managerially unattended, or detached from decision processes.

Voice and silence are also not opposite ends of one continuum. Multi-study evidence finds distinct relationships between perceived impact, psychological safety, voice, silence, and burnout [16]. In hybrid settings, reduced informal contact may make issue interpretation, timing, and managerial responsiveness more consequential, but the current evidence cannot establish that hybrid work itself produces silence. The more defensible inference is that spatial fragmentation changes the affordance and relational conditions through which employees assess whether speaking up is safe, worthwhile, visible, and likely to receive a response. Organizational attachment may be supported when employees retain consequential participation across locations and strained when formal permission coexists with low listening quality or unequal access to influential audiences.

Belonging in spatially fragmented organizations

Belonging is felt acceptance and relational membership, not contact volume or formal inclusion. Workplace loneliness has organizational consequences even when employment ties remain intact [17]. Hybrid work may therefore reveal or amplify relational weakness rather than independently create it.

Remote socialization changes how newcomers seek information and learn norms when spontaneous encounters recede [18]. Digital tools can preserve coordination without reproducing every contextual cue of copresence [19]. Neither physical absence nor digital mediation is inherently isolating; relationship history, task interdependence, and inclusion practices condition their meaning.

Remote intensity and communication frequency relate differently to isolation and distress [20], while purposeful digital practices may build relational confidence [21]. Belonging consequently depends on relational access and responsiveness, not contact volume alone [17, 20, 21]. The evidence remains predominantly perceptual and context-bound.

Table 2 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for cross-study findings, mechanisms, convergence, and conflict in hybrid work and the remaking of organizational attachment.

Table 2. Cross-study findings, mechanisms, convergence, and conflict in Hybrid Work and the Remaking of Organizational Attachment.

Construct, mechanism, or relationship	Representative context	Reported finding	Evidence design	Convergent evidence	Conflicting evidence	Methodological concern	Review interpretation
Loneliness and socialization	Established employees and remote newcomers	Loneliness is consequential [17]; remote entry makes information seeking more deliberate [18].	Field and qualitative evidence	Relational access supports membership	Remote work was not established as the sole cause	Context and career stage differ	Hybrid work may expose relational deficits
Collaboration affordances	Digitally mediated teams	Technology sustains coordination but alters contextual cues [19].	Qualitative field study	Digital interaction can preserve interdependence	Affordances vary by task and priorities	Emergency setting	Avoid digital-deficit and digital-equivalence claims
Isolation and relational confidence	Remote and hybrid knowledge work	Frequency is an incomplete proxy [20]; purposeful practices can build confidence [21].	Multiwave and process evidence	Responsiveness matters	More communication is not consistently better	Mainly perceptual outcomes	Belonging depends on relationship quality

Boundary control and attachment trade-offs

Boundary control is employees' capacity to manage work–nonwork transitions and permeability; it differs from segmentation preference, integration, and formal flexibility [22]. Location discretion can fit one employee's boundaries while imposing availability pressure on another.

Daily evidence shows that role transitions can reduce one direction of conflict while increasing another [23]. Work–family configurations may also change over time [24]. Short observation windows and pandemic disruption limit conclusions about durable organizational attachment.

Boundary burdens differ with gendered household strategies and care demands [25]. Conversely, telework may restore resources for employees facing intensive social interaction [26]. Hybrid work can therefore support recovery and fit while creating low-control permeability or unequal coordination burdens; no universally optimal configuration is supported.

Table 3 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for contextual moderators, boundary conditions, and organizational implications.

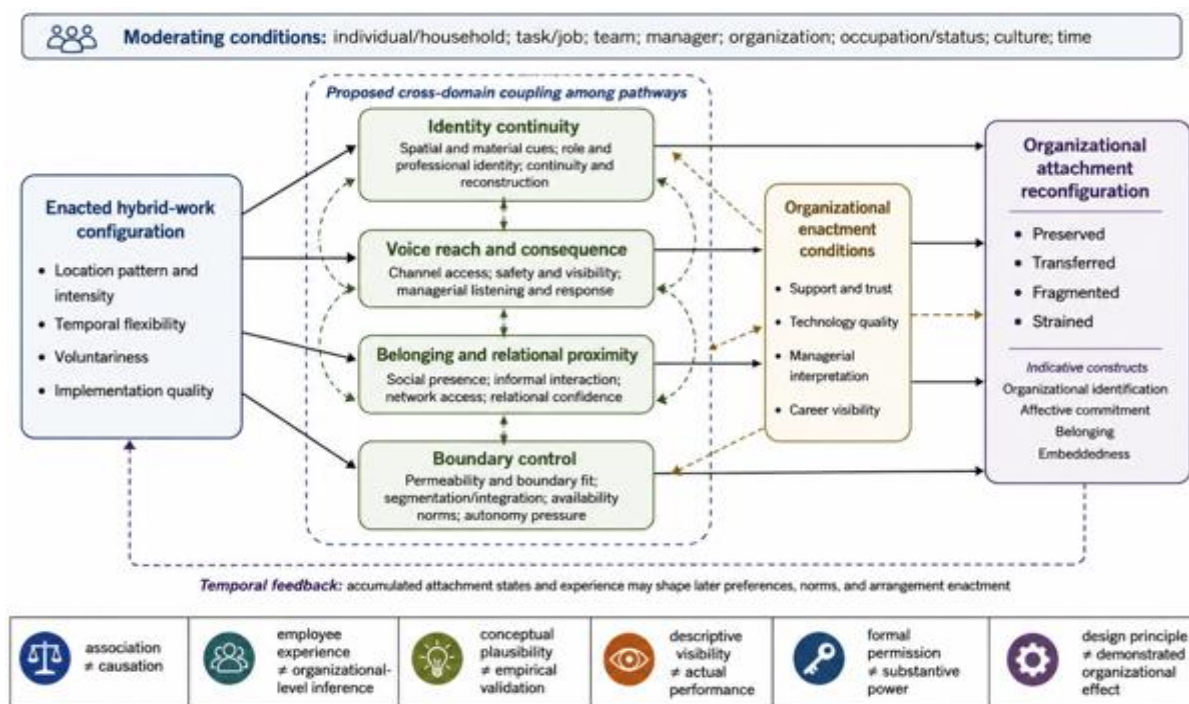
Table 3. Contextual moderators, boundary conditions, and organizational implications.

Context or level	Moderator or boundary condition	Evidence pattern	Organizational implication	Alternative explanation	Transferability limit	Uncertainty	Research need
Individual and job	Preference, control, and transition timing	Fit varies [22], and daily transitions have divergent conflict pathways [23].	Assess control separately from remote-work frequency	Workload or self-selection	Knowledge-work settings	Long-term attachment effect remains unknown	Repeated measures across arrangement changes

Household	Care demands, gender, and partner strategy	Boundary burdens are unequally distributed [25].	Examine usability and burden allocation	Pandemic-specific disruption	Dual-earner parents	Organizational attachment was examined indirectly	Dyadic and intersectional designs
Occupational interaction	Social demands and recovery opportunity	Telework can reduce interaction exhaustion [26].	Align location patterns with task and recovery needs	Fewer interruptions rather than distance itself	Interaction-intensive work	Recovery may not become attachment	Multilevel comparative studies

Proposed organizational attachment reconfiguration framework

The framework begins with enacted location patterns, temporal flexibility, voluntariness, task design, and implementation quality. Geographic flexibility can change work outcomes, but productivity evidence does not establish attachment effects [27]. **Figure 2** presents the original conceptual synthesis for organizational attachment reconfiguration framework, showing how the article's principal constructs, mechanisms, uncertainties, and decision boundaries are connected.



Note: Solid arrows indicate evidence-supported relationships; dashed arrows and dashed outlines indicate proposed, uncertain, conditional, recursive, or test-requiring relationships. Original integrative synthesis; not a validated causal model, universal organizational prescription, regulatory determination, or deployment-ready system.

Figure 2. Organizational Attachment Reconfiguration Framework

The figure is an original conceptual synthesis developed for “Hybrid Work and the Remaking of Organizational Attachment.” Arrows and grouping indicate evidence-supported or proposed relationships rather than measured effect sizes. The figure does not represent a validated causal model, universal organizational prescription, regulatory determination, or deployment-ready system.

Alt-text description

A conceptual organizational-science diagram of organizational attachment reconfiguration framework showing the principal constructs in Hybrid Work and the Remaking of Organizational Attachment, their relationships, levels of analysis, uncertainties, validation needs, and decision boundaries.

Q1-journal-publication-ready figure prompt

Create a publication-grade conceptual figure titled “Organizational Attachment Reconfiguration Framework” for the article “Hybrid Work and the Remaking of Organizational Attachment.” Build the composition around one unmistakable central visual anchor representing the article’s core proposed synthesis. Organize surrounding modules according to these manuscript domains: Introduction: Organizational Attachment Beyond the Physical Workplace; Review Scope and Integrative Synthesis Approach; Identity Continuity Across Work Locations; Employee Voice Under Reduced Physical Copresence; Belonging in Spatially Fragmented Organizations; Boundary Control and Attachment Trade-Offs; Proposed Organizational Attachment

Reconfiguration Framework; Discussion and Organizational Implications. Show solid arrows only where the reviewed evidence directly supports a relationship and dashed arrows where relationships are proposed, uncertain, conditional, recursive, or require testing. Include explicit boundary markers separating association from causation, employee experience from organizational-level inference, conceptual plausibility from empirical validation, descriptive visibility from actual performance, formal permission from substantive power, and design principle from demonstrated organizational effect where relevant. Use labelled modules and abstract organizational-science symbols only. Do not use corporate logos, journal logos, software interfaces, copied figures, copyrighted imagery, stock photography, approval stamps, certification marks, or decorative elements. Do not invent numerical values, effect sizes, performance scores, thresholds, survey results, causal estimates, or implementation outcomes. Use a clean white background, precise geometric alignment, professional sans-serif typography, thin uniform borders, strong hierarchy, a restrained colorblind-safe palette, and sufficient label size for journal-column reduction and 300 dpi export.

Exact manuscript placement

Section 9, “Proposed Organizational Attachment Reconfiguration Framework,” immediately after the first substantive framework callout.

The four pathways are identity continuity, voice reach and consequence, belonging and relational proximity, and boundary control. Digital visibility changes inferences about presence and contribution [28], while virtuality and actor characteristics condition trust and commitment [29]. These relationships are conditional and operate across individual, relational, team, and organizational levels.

Implementation quality cuts across the pathways. System use, software quality, and social exchange may jointly shape telecommuting outcomes [30]. The proposed states—preserved, transferred, fragmented, and strained attachment—are provisional rather than validated categories. Arrangement design, digital visibility, and trust form interacting but not yet causally ordered conditions [27-29].

Discussion and organizational implications

Policy availability does not guarantee equivalent access. Managers’ telework decisions reflect mistrust concerning performance, control, communication, and fairness [31]. Organizations should therefore examine how discretion is distributed and interpreted rather than assuming that formally uniform policies produce equivalent participation or attachment.

Leadership conditions whether digitally mediated work is experienced as enabling or demanding [32]. Listening quality, relational access, workload, role clarity, and boundary legitimacy are therefore testable organizational-design concerns, not components of a universally validated managerial checklist.

Telecommuting can carry contingent career consequences, but the evidence does not support an inevitable remote-work penalty [33]. Evaluation systems should distinguish contribution from physical visibility and monitor unequal access to sponsorship and influential assignments without assuming that intensified monitoring strengthens attachment.

Table 4 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for evidence limitations, unresolved questions, and future research priorities.

Table 4. Evidence limitations, unresolved questions, and future research priorities.

Evidence gap	Why it matters	Current limitation	Required design	Measurement priority	Comparative context	Interpretation safeguard	Future research question
Arrangement precision	Hybrid labels combine unlike configurations	Location, time, and voluntariness are inconsistently specified [1].	Configuration-sensitive longitudinal panels	Enacted location and temporal pattern	Occupations and organizational designs	Do not attribute effects to the hybrid label	Which configurations preserve, transfer, fragment, or strain attachment?
Consequential voice and belonging	Channels and contact do not guarantee influence or membership	Willingness, frequency, and perceptions frequently dominate [15].	Behavioral, network, and multistage studies	Listening, response, influence, and tie quality	Hierarchy, status, and career stage	Permission is not power; contact is not belonging	When do digital practices produce consequential inclusion?
Temporal attachment	Adaptation may be mistaken for stability	Work–family configurations can change over time [24].	Multilevel longitudinal comparisons	Identification, commitment, belonging, and embeddedness	Household, team, organization, and culture	Association does not establish transition causality	How do attachment states develop, persist, and reverse?

Limitations and future research

Inconsistent terminology, reliance on self-report, uneven hybrid specificity, and occupational concentration constrain the synthesis. Institutional and cultural conditions shape flexibility, leadership, support, and employee expectations, limiting direct transfer across settings [34]. Unreported study characteristics were not inferred, and evidence from emergency remote-work contexts was interpreted only where the contextual boundary remained identifiable.

Future research should combine arrangement-specific longitudinal, multilevel, behavioral, qualitative, and cross-national designs to separate short-term adaptation from durable attachment [35]. The framework requires construct validation, temporal testing, and comparison across occupations, status groups, households, cultures, and organizational implementations. Priority questions concern whether attachment transfers among organization, team, profession, and place; how voice becomes consequential; when belonging becomes structural inclusion; and whether boundary control precedes or follows changes in attachment.

Conclusion

Hybrid work relocates the cues, relationships, opportunities, and boundaries through which organizational attachment is constructed. Identity continuity, consequential voice, relational belonging, and boundary control may preserve, transfer, fragment, or strain attachment depending on enacted work design and context. The proposed framework organizes these conditional pathways without validating causal ordering, universal organizational effects, or implementation readiness.

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