

HYBRID WORK IN EMERGING ECONOMIES: A PRISMA-GUIDED REVIEW OF HRM PRACTICES AND PERFORMANCE IMPACTS

Mochammad Isa Anshori*¹

Universitas Trunojoyo Madura, Indonesia
Email: isa.anshori@trunojoyo.ac.id

Siti Nur Eliza Rahmawati

Universitas Trunojoyo Madura, Indonesia
Email: rahmawatinureliza334@gmail.com

Abstract

This study aims to examine Human Resource Management (HRM) practices in the context of hybrid work in developing countries and their impact on organizational performance and innovation. Using a literature review guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol, this study identified, filtered, and analyzed relevant literature related to the implementation of hybrid work. The results indicate that hybrid work offers strategic opportunities for increasing flexibility, productivity, and work-life balance, but also poses challenges in terms of coordination, performance management, and employee well-being. HRM plays a crucial role in designing adaptive policies, creating relevant performance-based evaluation systems, and building an inclusive work culture. These findings confirm that the successful implementation of hybrid work in developing countries is heavily influenced by technological readiness, leadership quality, and HRM policies that are responsive to the dynamics of the modern work environment. This study provides a theoretical contribution by enriching the literature on HRM practices in the hybrid work era, while also offering practical implications for organizations in developing countries in formulating sustainable HR management strategies.

Keywords: Hybrid Work, Emerging Economies, Human Resource Management, PRISMA, Organizational Performance

INTRODUCTION

The global work landscape has undergone significant transformation over the past two decades, particularly following the emergence of the COVID-19 pandemic, which accelerated the adoption of remote work systems. One form of this transformation is hybrid work, a combination of in-person office work and remote work utilizing digital technology (Verma et al., 2022). The hybrid

¹ Correspondence author