Navigating New Norms: An Empirical Analysis of the Predictors of Hybrid Work in the Post-Pandemic Aviation Industry

Kristians Balickis (s2169371)

Abstract,

The rapid shift to remote work during the 2020 pandemic introduced a potential bias in emergent research, as the focus was primarily on crisis-driven remote work arrangements rather than hybrid models. This shift presents an opportunity to redefine work-life balance (WLB) and move beyond conventional connotations of gender and caregiving. With predictions indicating that managing WLB and participation in hybrid work will accelerate, this study explores the determinants influencing employees' intention to adopt and use hybrid work models, using the Unified Theory of Acceptance and Use of Technology (UTAUT) framework. It specifically examines the roles of performance expectancy, WLB, personal innovativeness, compatibility, and facilitating conditions. The results show that while performance expectancy and compatibility significantly predict the intention to work hybrid, personal innovativeness and facilitating conditions do not. WLB emerges as a crucial factor, reflecting the evolving nature of work culture. This research contributes to the understanding of hybrid work adoption, offering insights valuable for both academic and practical applications in today's changing workplace.

First Supervisor: Dr. Pauline Weritz

Second Supervisor: Dr. Joschka Hüllmann

Master Business Administration

BMS

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1. Introduction

Hybrid work arrangements have been a topic of interest for researchers for several decades. Some papers date back to the 1970s when researchers assessed the impact of hybrid work practices on employee performance (de Menezes & Kelliher, 2011). Despite its long history, hybrid work as a method of employment was not widely adopted until recent years. In fact, according to de Menezes & Kelliher (2011), pre covid review, hybrid work was often thought of in different contexts. The authors describe how the practice could be required by law in the UK if an employee required special treatment, for instance, a disability or childcare responsibilities. In the past then, the decision to engage in such arrangements was primarily driven by law or personal needs rather than deliberate organizational planning.

Today, hybrid work is defined and utilized differently, this is a work practice where employees split their time between office and home showing the changing tendency that favours more flexible work arrangements. A common approach is when organizations suggest working remotely on certain days though preferences could vary widely. For instance, while some companies could offer to work from home on Mondays and Fridays to extend the weekend, others may restrict these days aiming to balance the peak productivity days for in-person collaboration (Bloom et al., 2022). These arrangements could bring benefits such as reduced commute times, improved performance in independent tasks and greater overall flexibility. However, Bloom et al. (2022) also stress the irreplaceable value of office-based activities for collaboration, such as meetings, mentoring and training which are most effective in person. The hybrid approach, naturally, is not without controversies as some organizations raise concerns about transaction costs associated with implementing such a strategy as well as concerns regarding employee performance. The issues have resulted in active discussions between managers and policymakers trying to find the optimal ways of implementing hybrid work (Bloom et al., 2022). Despite these debates, the adoption of such arrangements has significantly risen due to the pandemic. In the US for example, the proportion of employees working from home has risen to one-third in 2020, the trend continues and likely won't return to the pre-pandemic arrangements as remote work during the pandemic highlighted the benefits, such as reduced commuting and increased reported productivity among other things (Yang et al., 2022).

The post-pandemic era has led to a transformation of workplace arrangements setting the stage for what Vyas, (2022) describes as "new normal". The swift from remote work during the pandemic to a more fitting hybrid approach, demands a nuanced understanding of implications for both organizations and employees. Current research, including that of Weritz et al. (2022) shows the importance of aligning hybrid work setups with individual preferences suggesting a move away from one-size-fits-all solutions to a more personalised approach. Furthermore, the role of technology becomes increasingly obvious in the hybrid environment. Zimmer et al. (2023) propose a theoretical framework that stresses the need for

companies to not only add new technologies but also let go of outdated routines and technologies as part of their digital transformation. This perspective is echoed by Zeuge et al., (2023) who emphasize the key role of IT infrastructure and tools in enabling remote work, especially during a crisis, which contributes to business continuity and efficiency. The path to becoming a new work practice standard is not that straightforward, however, it presents itself with challenges and opportunities.

Work-Life Balance (WLB) management emerges as a critical point of the "new normal" and presents its set of challenges and opportunities for organisations and managers. Vyas, (2022) predicts that managing WLB would become prominent and normalised. On the one side, A positive WLB leads to many benefits including better productivity and reduced burnout (Thilagavathy & Geetha, 2021), and it is usually associated with flexible practices such as hybrid arrangements. On the other side, Palumbo (2020) found that WLB is worsening due to such arrangements. For instance, it is more challenging to draw the line between working and non-working hours which results in working overtime and could lead to fatigue. Furthermore, WLB is the term often associated with hybrid work arrangements and was previously often linked to family context (Sullivan, 2012). Hilbrecht et al. (2008) illustrated that working from home could mean more time for parental duties and household chores, showing how earlier perspectives on WLB were closely tied to managing family responsibilities. This study however would take an approach that focuses on individuals' WLB in the extended context, including personal time that is not necessarily linked to the caregiving or household tasks.

In navigating the terrain of work arrangements research, a notable gap emerges in the exploration of hybrid work. Few articles exist that analyse the adoption of hybrid work in the academic literature. For instance, a paper by Azar (2017) examines the role of time management in the adoption of flexible work. An older study by Almer et al. (2003) examined the behavioural intention to work hybrid. The pandemic has significantly influenced the direction of the studies resulting in a predominant focus on remote work practices and leaving hybrid work arrangements understudied. Prominent studies during the period such as those by Galanti et al. (2021) and a more recent one by Hill et al., (2022) concentrated exclusively on the adoption of remote work leaving out other forms of work arrangements. Furthermore, other highly cited works in this timeframe such as those by Matli & Wamba, (2023) and Sahut & Lissillour, (2023a), mainly focused on intentions to engage in work arrangements but fell short of including the actual behaviour in their studies.

The gap becomes clear, there is a need for more focused research into the hybrid arrangements especially in the post-pandemic context where research could have been biased. Kniffin et al. (2021) raised a concern at the start of the pandemic, that there might be difficulties in generalizing the results of research done in extreme conditions such as the pandemic. Addressing this gap, this paper aims to conduct research in a new post-pandemic context where respondents previously could have been biased because of the effect of the pandemic. It would be essential to conduct research on an emerging hybrid

practice while also considering constructs like WLB in a new context as well as examining the actual use of these work models.

While exploring work arrangements during the pandemic many authors utilised UTAUT model developed by Venkatesh et al., (2003). This framework was valuable when examining the behavioural intentions behind the adoption of hybrid work before in studies like by Matli & Wamba, (2023) and Sahut & Lissillour, (2023a), focusing on constructs such as performance expectancy (PE) and facilitating conditions (FC). This study recognises the limitations of relying solely on traditional UTAUT constructs to explain the complexity of hybrid work arrangements and proposes an extended model including Personal Innovativeness in Information Technology (PIIT), highlighted by Selimović et al. (2021), and Compatibility (COM), as defined by Moore & Benbasat, (1991) and emphasized in research by Ofosu-Ampong & Acheampong, (2022), are explored for their impact on the intention to work in a hybrid setting. These factors will be examined in more detail in the following sections.

The impact of hybrid work arrangements on WLB emerges as a key area of interest as there remains a gap in understanding the interplay between individual WLB preferences and the intention to engage in hybrid work as well as the proposed extension constructs. Addressing this gap, the study seeks to answer the following research question:

RQ: How do work-life balance, personal innovativeness, compatibility, facilitating conditions, and performance expectancy, influence individuals' intention and behaviour to work hybrid?

This study utilises a quantitative research approach to explore the determinants influencing individuals' intention and behaviour toward hybrid work. Utilizing a structured survey as the primary data collection tool, this research captures the attitudes of participants regarding WLB, PIIT, and COM, along with the traditional constructs outlined in the UTAUT. To analyse the collected data, Partial Least Squares Structural Equation Modelling (PLS-SEM) is employed. This methodological framework aims to not only validate the extended UTAUT model within the context of hybrid work but also to provide empirical insights into the relative importance of each construct in shaping work practices post-pandemic.

From a theoretical perspective, this research aims to gain insights into the emergent hybrid work model in the post-pandemic context, where academic research is relatively scarce compared to other work modes. Furthermore, it addresses the need for careful generalization of results obtained under the extreme circumstances of COVID-19. Additionally, this paper seeks to explore both the actual use and the intention to engage in hybrid work, while extending the UTAUT framework with additional constructs that may yield higher explanatory power. Finally, this study aims to contribute to the ongoing discussion regarding the role of work-life balance WLB in hybrid work arrangements, where current findings are inconsistent.

From a practical perspective, this study aims to gain insight into what factors influence employees' intentions to work hybrid and thus that could help managers and organizations to better understand how they could facilitate and support the transition to the new way of working. The findings of this research could also help managers in deciding whether such working conditions should be applied in their organizations. Furthermore, the inclusion of the WLB construct should provide an indication of the importance of WLB on the intention to work hybrid. Managers could use these results since the WLB is important for employee well-being and positively relates to job and life satisfaction, while a poor WLB is a contributor to workplace stress which in turn could bring large economic and social costs, and thus should be considered (Sullivan, 2012). As was discussed above an improved WLB is not necessarily associated with working from home, however, that could be different when employees are given the option to work in a hybrid manner. Finally, this study lays the foundation for future research to explore further the complexities of hybrid work environments and their impact on employee well-being and organizational productivity.

2. Theoretical Background and Hypotheses Development

2.1 Unified Theory of Acceptance and Use of Technology

Upon reviewing the literature, it became evident that there is a large number of theoretical models that could potentially fit the needs of this research. Technology acceptance literature is extensive with many frameworks that try to explain the usage of a specific system. The technology acceptance model (TAM) is a common choice that was used in many research and continues to be useful today (Davis, 1989; Al-Madadha et al., 2022). The Unified Theory of Acceptance and Use of Technology (UTAUT) model proposed by Venkatesh et al. (2003) combines many theories, including TAM and the Theory of Planned Behavior (TPB), that aim to explain more variance in the intentions and use of technology. The authors also found that UTAUT outperforms the eight individual models with an adjusted R^2 of 69 per cent. Using the UTAUT model this study proposes measuring employees' intentions to work hybrid in the new post-pandemic context. WLB is included in the model since it is an important variable in the context of hybrid work, as explained above. Additionally, this study tests if the new proposed constructs such as personal innovativeness and compatibility could explain more variance in the intention to work hybrid compared to the original UTAUT constructs. Apart from the recent meta-analysis by Blut et al. (2022), other papers from the past confirm that these two constructs are consistently related to the technology use (Tornatzky & Klein, 1982), and were used in later studies such as the paper by Agarwal & Prasad, (1998).

In addition to the UTAUT, the TPB represents another influential theoretical framework used in the study of work arrangements and behaviours. Proposed by Ajzen, (1991) TPB theorizes that individuals'

behavioural intentions are primarily determined by their attitudes towards the behaviour, their subjective norms, and their perceived behavioural control, all of which relate to influencing the decision to engage in certain behaviour. This theory has found application in various areas, including remote work arrangements. A recent study applying TPB in the context of remote work found that while the model explained a considerable portion of the variance in behavioural intention, it did not include other potentially relevant variables, suggesting the need for a more comprehensive theoretical framework (Ali et al., 2022). Furthermore, a study by Ko & Kim, (2018), which utilized TPB, suggests that future research may be more meaningful if they include performance factors. The UTAUT model inherently incorporates this suggestion by including PE as a core construct. PE, which reflects the degree to which an individual believes that using a system will help enhance their job performance, proposes an explicit consideration of performance factors in the analysis. Although PE could theoretically fall under the "Attitude" in TPB, UTAUT provides a more specific framework for considering performance-related aspects.

UTAUT model is chosen for the purposes of this research because first it inherently includes performance construct, PE. Second, UTAUT has been utilised in many technology adoption scenarios including remote and hybrid work contexts. (Sahut & Lissillour 2023; Razif et al., 2020; Matli & Wamba, 2023) for instance, have successfully used UTAUT to investigate the adoption of work-from-home arrangements. Finally, the model not only combines elements from eight prominent technology acceptance models but also incorporates TPB which has the potential to outperform the TPB as mentioned before.

While UTAUT was originally designed to examine technology acceptance, it has also been effectively applied in contexts involving substantial behavioural changes tied to technology adoption. For example, Twum et al. (2021) utilized UTAUT to examine e-learning acceptance among students, incorporating extension variables such as PIIT, much like the proposed modification in this study. This is not purely about accepting the e-learning technology itself but also involves adjusting to significant shifts in learning behaviour and practices. Similarly, the adoption of hybrid work is not only about the technology that enables it, such as collaborative software or video conferencing tools but also about a shift in working practices. This includes changes in behaviour, routine, and attitudes parallel to those found in e-learning and mobile banking contexts. Therefore, it is arguable that UTAUT, a model which has demonstrated its effectiveness in similar situations, is suited for this study. Following examples of the above-mentioned authors this paper uses UTAUT to measure the adoption of hybrid work.

This model, however, will be modified to incorporate various variables to adequately represent the research questions. Based on the previous research and findings that were made with the technology acceptance models this chapter will further explain the development of the conceptual framework. The extension variables added include work-life balance, personal innovativeness and compatibility.

Figure 1 shows the original UTAUT model by Venkatesh et al., (2003), the constructs, will be explained in more detail as defined by the authors of the original model.
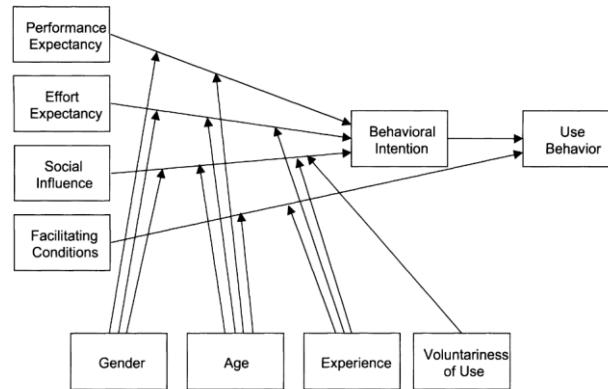

Figure 1; UTAUT model by Venkatesh et al., (2003),

2.2 Role of Performance Expectancy and Facilitating Conditions in Intention to Work Hybrid

Original UTAUT constructs as proposed by Venkatesh et al., (2003) are included in the analysis since the recent meta-analysis by Blut et al. (2022) highlighted that most of the studies include the original constructs while adding the new ones to explain more variance in the intention. Most recently a study by Sahut and Lissillour (2023b) takes the same approach in the context of remote work after the pandemic. Expanding the model with WLB, PIIT and COM is grounded in their relevance to understanding technology adoption and usage in modern work environments. The inclusion of PIIT addresses the gap in original UTAUT by stressing the role of individual innovation, a factor that might become particularly relevant as the workplaces continue to rapidly evolve, incorporating newer digital technologies. COM relevance comes from its potential to affect the behavioral intention to work hybrid especially given the post pandemic context as the technologies that resonate with users' current practices and preferences are more likely to be adopted. This effect might be more pronounced after the workers had the experience in working fully from home during the mandated lockdown periods and thus the concept of hybrid work will not be entirely new to the employees. The inclusion of WLB allows to examine the role of hybrid work in supporting or challenging the balance between professional and personal lives. Nevertheless, it is important to recognize that since the original proposal studies have found that some constructs could be more important in explaining the intention.

Performance Expectancy (PE) is the degree to which individual believes using the system will help them to achieve higher job performance. As per Venkatesh et al. (2003), PE positively influences behavioural intention. In the context of hybrid work, employees may believe that the flexibility provided by a hybrid arrangement will enable them to work more effectively and efficiently, improving their job performance. This is in line with a study by Ferrara et al. (2022), that finds a positive effect between

job performance and part-time teleworking (hybrid). These studies show the importance of PE in examining hybrid work, as it provides an understanding of how perceived job performance enhancements can influence an employee's inclination towards hybrid work models. Therefore, when employees perceive that working in a hybrid manner will positively impact their job performance, they are more likely to adopt such models.

H1: Performance expectancy has a positive effect on behavioural intention to work hybrid.

Facilitating conditions (FC) is the degree to which an individual believes that organizational and technical infrastructure exists to support the use of the technology. According to Venkatesh et al. (2003), FC positively influences use behaviour. FC in the context of hybrid work, refers to the extent to which an individual believes that their organization is digitally ready and equipped. The concept of digital readiness, as discussed by (Gfrerer et al., 2021; Lokuge et al., 2019) includes access to necessary resources, tools, and support from the organization to enable employees to work effectively in a hybrid arrangement. Both studies underscore the significance of digital readiness at both individual and organizational levels in influencing the willingness and ability to adopt and exploit innovation technology. Therefore, when employees perceive their organization as having established the necessary conditions and demonstrating digital readiness to support hybrid work, they are more likely to adopt it.

H2: Facilitating conditions have a positive effect on behavioural intention to work hybrid.

Consistent with the UTAUT framework (Venkatesh et al., 2003), this research proposes a direct link between the behavioural intention towards hybrid work and the actual use of such work arrangements. The UTAUT framework suggests that the individual's intention to use technology significantly determines their actual use. Applying this to the context of hybrid work where technology plays a significant role in facilitating a blend of remote and office-based work it hypotheses that individuals with a higher intention to work hybrid are likely to translate this intention into a behaviour. This hypothesis is rooted in the understanding that the adoption of hybrid work arrangements involves a complex interplay of technological and organizational factors. Hence, the intention to adopt such a model—driven by positive perceptions of PE, FC, PIIT, COM and WLB —serves as a step toward actual hybrid working behaviours.

H3: Behavioural intention to work hybrid positively affects working hybrid.

2.2 Role of Work-Life Balance, Personal Innovativeness and Compatibility in Intention to Work Hybrid

Work-Life Balance construct has been extensively studied when it comes to remote work. That is not surprising since working remotely can provide various benefits as was summarized by Sullivan (2012). Remote work arrangements can provide greater flexibility than working on-site. Many studies also examined the family-work relationship. According to the summary by Sullivan (2012), the results of the research were mixed. However, several studies have found that greater work-life balance can be facilitated through aspects like easier childcare and domestic labour. Moving forward while the same author is positive about remote work and greater work-life balance bringing more gender equality to households, others disagree. Despite varying perspectives on hybrid arrangements and their impact on household gender equality, this study will focus on the influence of perceived work-life balance on behavioural intention without considering gender as a moderating factor. Recent studies increasingly explore the hypothesis that WLB positively influences the intention to engage in hybrid work. Studies such as those by Ateeq (2022), Hopkins & Bardoel (2023), Khanna et al. (2023), Sampat et al. (2022) consistently demonstrate that hybrid work models improve job satisfaction, employee well-being, and notably WLB. These studies collectively suggest that the enhanced flexibility and control provided by hybrid arrangements are crucial in the development of a positive perception of WLB. Building on this knowledge the study proposes to explore a different direction on how the perception of positive WLB fostered by hybrid work arrangements influences an individual's intention to pursue such arrangements. Following the approach of Al-Madadha et al. (2022), this research hypothesises that a perceived positive work-life balance is likely to enhance the intention to engage in hybrid work.

H4: Work-life balance has a positive effect on the behavioural intention to work hybrid.

Personal innovativeness in Information Technology (PIIT) is an individual characteristic representing a willingness to try out new technology (Agarwal & Karahanna, 2000). The concept was first introduced by Agarwal & Prasad (1998), and scale was developed and validated. The majority of studies that include this concept in their research date back to the 2000s and 2010s. Additionally, there is a lack of literature that used PIIT in the context of telework. Recently a paper by Selimović et al. (2021) that focused on the adoption of a digital workplace, proposed a study that would include PIIT. In the context of hybrid work individuals with higher PIIT may be more likely to have the intention to work in a hybrid manner because they are more comfortable with the technological tools that enable hybrid work. More recent studies found PIIT's significant effect on the willingness to use new technologies, such as those that may be required in hybrid work environments (Twum et al., 2021). Similarly, Ciftci et al. (2021) found a strong correlation between PIIT and technology adoption intentions across various sectors. This research suggests that individuals with higher PIIT may be more inclined to adopt hybrid work models. This inclination can be attributed to their adaptability to new

technologies and ease of transitioning to hybrid work environments, which typically require proficient use of various digital tools. Thus, this research will include PIIT and hypotheses that it will have a positive effect on the intention to work hybrid.

H5: Personal innovativeness in information technology has a positive effect on behavioural intention to work hybrid.

Compatibility (COM) is defined as the degree to which a technology is consistent with existing values, needs and past experiences of the adopter (Moore & Benbasat, 1991). The criticality of COM in facilitating smooth adoption processes by aligning new technologies with users' existing frameworks underscores its inclusion in this study. Again, reviewing recent literature, it becomes evident that there is a lack of usage of COM in remote work studies. According to Heinle & Strebel (2010) however, compatibility could be the main reason why organisations fail to adopt new technology. In contrast, some studies for instance Low et al. (2011) and Chatterjee et al. (2021) have found a nonsignificant relationship between compatibility and technology adoption. Given these contrasting findings, examining the role of compatibility in the new context becomes crucial. More recently a study by Ofosu-Ampong & Acheampong (2022) pointed out the importance of COM by including this construct in their research on remote work. Similarly, Blut et al. (2022) propose that compatibility should be included in UTAUT studies. This research then hypothesises that the better the alignment with individual values and experiences the more likely employees will adopt hybrid work practices and they are more likely to have a positive intention to work in that way. Thus this research includes COM and in line with the above-mentioned authors hypothesizes that compatibility will have a positive effect on the intention to work hybrid.

H6: Compatibility has a positive effect on behavioural intention to work hybrid.
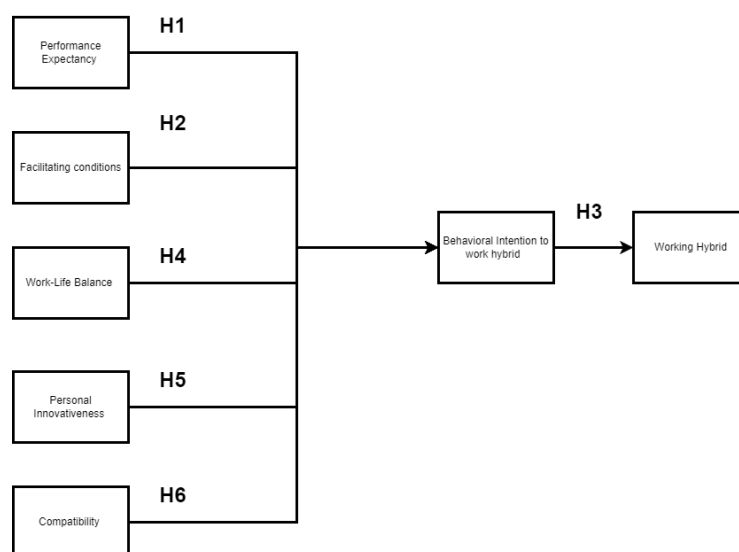

Figure 2. Research Model

The final framework used in the research can be seen in Figure 2.

3. Research Design

3.1 Survey Design

The choice of a quantitative survey methodology for this study is primarily driven by its alignment with the research design and the specific nature of the constructs under investigation. Given that the constructs of interest lend themselves to measurement via predefined scales, a survey methodology offers an efficient and effective means to gather relevant data. Opting for such a design allows the best capture of the perceptions and attitudes towards key constructs of the study. This method is highly effective for gathering nuanced data on individuals' perceptions, which are inherently subjective and best measured through their self-reported responses to a structured questionnaire. The availability of validated scales for measuring these constructs further strengthens the argument for this methodology, ensuring that the data collected are reliable and that the analysis is grounded in a robust methodological foundation (Creswell, 2014). Moreover, recently a study by Sahut & Lissillour (2023) was conducted on the adoption of remote work in the new, post-COVID context using UTAUT. The authors used a quantitative approach to examine the impact of factors in the model on the intention of remote work, utilizing the partial least squares (PLS) approach. Another study by Tarhini et al. (2016) used the same methodology and while recognizing that mix-method could strengthen the results the authors' objectives and aims were met using the quantitative method.

The survey begins with the cover page addressing informed consent in line with the requirements of the University of Twente and the General Data Protection Regulation (GDPR). Apart from formal requirements, the cover page should signal to the participants that the data will be used solely for purposes of this research and that the responses are anonymized. This is to avoid any potential misunderstandings that could arise since the research is conducted inside a large organization. Finally, the contact details and acknowledgement box are included at the bottom of the page. Following the cover page, demographic information, including age, gender, and country, will be collected from participants to serve as control variables in the analysis. Additionally, before data collection, this research was submitted for ethical approval at the University of Twente. The ethical approval process ensured that the study followed the university's guidelines and ethical standards.

3.2 Data Collection and Sampling

First, the sample consists of employees of a large international organisation in the aviation industry. The industry experienced significant disruptions due to the pandemic, with airline companies showing a substantial decline in stock returns as a result of pandemic-related events (Maneenop & Kotcharin, 2020). Given this impact, it is likely that these companies have had to rapidly adapt their work arrangements, making the aviation industry a relevant sector for studying the adoption of post-pandemic

hybrid work. Additionally, the author has access to this firm which makes data collection more convenient for this research. Second, the sample comprises workers from a variety of cultural backgrounds, providing a rich dataset for analysing the impact of diverse work practices across international offices in Latvia, Lithuania, Estonia, and Germany. Third, the sample includes employees mostly from administrative and management roles who are generally familiar with digital technologies used for online collaboration. Additionally, the management of a firm has recently implemented a hybrid work model as an official change. Previously employees had an experience with working from home although it was forced because of the pandemic. As employees in these offices are proficient in English, no translation is required for the survey, ensuring consistency in the interpretation of the questions. Although the study focuses on a specific firm, the findings may still have broader implications for other organisations in similar industries and/or contexts. The survey was distributed through a network of directors and managers across the aforementioned countries, who in turn shared it with their employees. Ultimately, the survey received 179 responses. Due to the nature of the distribution method, it is challenging to estimate the precise response rate. Management's insight suggests the organization employs around 3,000 workers across the surveyed countries, indicating an initial response rate of 6%. However, with more than half of these employees typically working in production and kitchen roles, which weren't included in the study, the response rate among the intended demographic could feasibly be between 11% to 15%.

By the nature of the survey distribution the sampling methods used, primarily convenience and to some degree snowball sampling, could introduce several biases that should be addressed. Reliance on managerial networks could potentially compromise the representativeness of the broader population in the aviation industry. The resulting sample includes a wide variety of respondents in a diverse set of positions, however. On the other hand, this approach could have skewed the results towards specific network characteristics. Non-response might be a problem where employees with strong opinions about the topic might have been (un)encouraged to participate (Parker et al., 2019; Tyrer & Heyman, 2016).

The survey was designed to be as concise as possible while still ensuring the reliability of the responses. A progress bar was implemented to indicate to respondents the number of questions remaining, a strategy that has been demonstrated to enhance response rates and engagement by lessening the perceived burden (Fan & Yan, 2010). By utilizing Qualtrics software to craft a user-friendly questionnaire and considering the factors described in this section, the author aimed to maximize the number of responses collected.

3.3 Measurements

A 5-point Likert scale was used to measure the constructs, ranging from strongly disagree to strongly agree. For the original UTAUT constructs, items are adopted from Venkatesh et al. (2003), a seminal study that introduced the UTAUT model. For the work-life balance items adopted from Hill et al. (2001)

come with a demonstrated reliability (Cronbach's alpha of 0.83) and for the behavioural intention, items adapted from Al-Madadha et al. (2022) and Venkatesh et al. (2012). The intention to continue working in hybrid is adopted from Thatcher et al. (2018). Regarding personal innovativeness and compatibility, items will be adopted from Agarwal & Karahanna (2000) and Moore & Benbasat (1991) respectively. These studies have been widely cited and provide validated scales for measuring personal innovativeness in information technology (Cronbach's alpha of 0.84) and the compatibility (Cronbach's alpha of 0.81) of new technologies with individuals' existing values and practices.

Control variables were included to isolate the potential influence of age, experience, and gender on the dependent variable. The rationale for these control variables is derived from previous research and logical reasoning. First, building on the work of Venkatesh et al. (2012), it is recognized that age can be a critical determinant of an employee's preference for a hybrid work setting. Younger individuals, accustomed to the flexibility and technology-centric nature of the modern workplace, may be more willing to hybrid work arrangements (Hauk et al., 2018). In contrast, older individuals, who may be more used to traditional work settings, might be less inclined towards such arrangements. Second, the extent of an employee's experience with remote work, both before and during the pandemic, is an important consideration (Venkatesh et al., 2012). Employees with substantial remote work experience might be more comfortable with hybrid work settings due to the familiarity factor, reducing their resistance to this work arrangement. Conversely, those with limited experience in remote work might exhibit a lower preference for hybrid work due to unfamiliarity and perceived challenges. Experience is measured as the percentage of remote work done before, during and after the pandemic. Third, prior research has identified gender differences in technology adoption and usage (Venkatesh et al., 2012). Given that hybrid work involves a significant technological component, gender-based preferences might influence individuals' openness to hybrid work. Since gender perspectives continue to garner attention in information systems research (Gorbacheva et al., 2019), this study includes gender as a control variable.

3.4 Data Analysis

Partial Least Squares (PLS) path modelling was used to test the proposed model since this approach is common in the IS literature (Sahut & Lissillour, 2023a; Nair et al., 2015; Twum et al., 2021). Additionally, as per Benitez et al. (2020), this approach is appropriate when exploring new contexts. Moreover, according to Matthews et al. (2018), PLS-SEM is an appropriate choice for this study given its focus on prediction and explanation. The flexibility of PLS-SEM in handling various modelling situations, as well as its applicability to both small and large sample sizes, and data without a normal distribution, make it an ideal method for this research. Using SPSS, the data were meticulously prepared, ensuring the cleanliness and accuracy of the dataset for analysis. This step included handling missing data, outliers, and ensuring the suitability of the data for PLS-SEM. Utilizing Smart-PLS 4

software, the measurement model was first evaluated. This phase focused on assessing the reliability and validity of the constructs through indicators such as Cronbach's alpha, composite reliability, average variance extracted (AVE), and discriminant validity. Following the validation of the measurement model, the structural model was examined. This step involved analysing the hypothesized relationships between constructs to understand the strength and significance of path coefficients and the model's explanatory power (R^2), as well as assessing the effect sizes (f^2). Additionally, the assessment of the structural model incorporated robustness checks, including tests for potential nonlinearities, endogeneity, and unobserved heterogeneity, to ensure the validity of the model's inferences. These robustness checks, following the procedures recommended by Sarstedt et al. (2020) are reported in the subsequent paragraphs within this section, offering a comprehensive evaluation of the structural model's reliability and validity.

4. Results

4.1 Data Preparation

First, the data was checked for incomplete and invalid responses which led to an exclusion of 22 such entries which left 157 valid responses that were used for the following analysis. Second, a thorough examination of descriptive statistics and frequency distributions was conducted to spot potential irregularities or outliers. The data was consistent, with all responses falling within the expected range of the scale and no extreme values detected. Third, PIIT3 and WLB3 items were reverse-coded to align them with the rest of the data. Fourth, the Hybrid Work Index (HWI) variable was introduced. This metric, representing the absolute difference between the days a respondent worked in the office and at home, was designed to measure the balance in hybrid work. Notably, a lower HWI value indicates a more balanced approach. Fifth, the experience variable, which captured the percentage of remote work across three distinct periods (before, during, and after the pandemic) in a typical 5-day workweek, was created. This was achieved by averaging the three percentages to create a more simplified measure. Lastly, the sample consisted of 52.2% males and 45.9% females, with 43.3% young adults and 47.8% of middle-aged adults. Most of the participants were from the IT department (16.6%), followed by operations (15.3%), and Sales&Marketing (13.4%). Detailed frequency distribution of the demographic variables can be found in Table 1.

Table 1. Demographic breakdown (n=157)

		n	%
Gender	Male	82	53.2
	Female	72	46.8
Age	18-34	68	43.3
	35-54	75	47.8

	55+	14	8.9
Nationality	Baltics	67	42.7
	Germany	59	37.6
	Others	31	19.7
Department	Finance	15	9.6
	Sales&Marketing	21	13.4
	Operations	24	15.3
	Infrastructure and Facility Management	12	7.6
	IT	26	16.6
	Procurement	12	7.6
	HR	10	6.4
	QA	12	7.6
	Executive Management	9	5.7
	Legal	5	3.2
	Communications	4	2.5
	Sustainability	5	3.2
	Other	2	1.3

4.2 Reflective Measurement Model Assessment

The reflective measurement model assessment was conducted following the guidelines provided by Sarstedt et al. (2021). The first step is to examine the indicator loadings, with loadings above 0.708 considered satisfactory in terms of item reliability but loadings above 0.60 could still be acceptable (Bagozzi & Yi, 1988). Two items, FC3 and PIIT3 had loadings of 0.667 and 0.683, respectively, which is slightly below the ideal threshold but higher than the minimum acceptable value and indicate a moderate level of reliability. All other items were higher than 0.708. Next, internal consistency reliability was assessed using Jöreskog's composite reliability (Jöreskog, 1971) and Cronbach's alpha (Cronbach, 1951). Values between 0.60 and 0.70 are acceptable, while 0.70 to 0.95 represent satisfactory to good reliability levels (Hair et al., 2022). All constructs demonstrated values well above the threshold for acceptable reliability. Notably, PE, WLB, COM, and BI showed strong internal consistency, with Rho_c and CA values significantly exceeding the 0.70 level, demonstrating good reliability. For a detailed view of the internal consistency reliability scores for each construct, please refer to Table 2. Convergent validity was evaluated using the average variance extracted (AVE) (Fornell & Larcker, 1981). An AVE of 0.50 or higher indicates that the construct explains at least 50% of the variance of its items. AVE values range from 0.570 for FC to 0.868 for BI and can be found in Table 2, such values are indicative of strong construct validity. Next, discriminant validity was assessed using Henseler et al. (2015) heterotrait-monotrait ratio (HTMT). A threshold value of 0.90 is suggested for conceptually similar constructs, while 0.85 is recommended for more distinct constructs. Values for all construct pairs were well below the threshold for distinct constructs, indicating strong discriminant validity. Specifically, the highest observed HTMT value was between COM and FC at 0.725, while the

rest of the pairs showed even lower ratios. For a detailed overview of the HTMT values, please refer to Table 3. Bootstrap confidence intervals will be used to test the significance of HTMT values, with a recommended number of bootstrap samples of 5,000 (Streukens & Leroi-Werelds, 2016). Tables 3 and 4 demonstrate that internal consistency, convergent and discriminant validity were established.

Table 2. Measurement Model Assessment

Constructs	Items	Loading	CA	Rho_a	Rho_c	AVE
PE	PE1	0.862	0.854	0.855	0.911	0.774
	PE2	0.890				
	PE3	0.888				
FC	FC1	0.782	0.752	0.776	0.840	0.570
	FC2	0.832				
	FC3	0.667				
	FC4	0.728				
WLB	WLB1	0.904	0.882	0.933	0.918	0.739
	WLB2	0.864				
	WLB3	0.736				
	WLB4	0.922				
PIIT	PIIT1	0.764	0.672	0.702	0.821	0.608
	PIIT2	0.880				
	PIIT3	0.683				
COM	COM1	0.871	0.868	0.888	0.918	0.788
	COM2	0.892				
	COM3	0.900				
BI	BI1	0.937	0.848	0.851	0.929	0.868
	BI2	0.926				
HWI(Use)	HWI1	1.000	1.000	1.000	1.000	1.000

Table 3. Discriminant validity

	BI	COM	FC	HWI	PE	PIIT	WLB
BI							
COM	0.749						
FC	0.517	0.725					
HWI	0.180	0.242	0.258				
PE	0.667	0.686	0.538	0.239			
PIIT	0.399	0.543	0.616	0.095	0.331		
WLB	0.622	0.600	0.626	0.290	0.558	0.555	

4.3 Structural Model Assessment

Following the guidelines provided by Sarstedt et al. (2021) the structural model assessment includes checking for collinearity issues via assessing the Variance Inflation Factor (VIF). Values above 3 are considered indicative of collinearity issues. This evaluation is essential to ensure that the regression estimates are not biased due to high intercorrelations among predictors. All values, however, are below this threshold.

The significance levels were determined using bootstrapping with 5,000 subsamples as recommended by Streukens & Leroi-Werelds, (2016). PE was found to exert a positive influence on BI (β=0.214, p<0.01), supporting H1. However, FC did not significantly affect BI (β=-0.060, p>0.05), leading to the rejection of H2. Notably, B) displayed a significant negative relationship with HWI (β=-0.194, p<0.05), corroborating H3. WLB emerged as a significant predictor of BI (β=0.250, p<0.01), thus supporting H4. PIIT, on the other hand, did not significantly influence BI (β=-0.009, p>0.05), leading to the rejection of H5. Lastly, COM was found to have a significant effect on BI (β=0.429, p<0.001), confirming H6. To sum up, the study found support for hypotheses H1, H3, H4, and H6. Hypotheses H2 and H5, however, were not supported. Table 4 provides a detailed look at the hypotheses.

Table 4. Hypotheses

Hypothesis	Path	β	p-value	f^2	Supported?
H1	PE->BI	0.214	0.004	0.055	Yes
H2	FC->BI	0.060	0.569	0.004	No
H3	BI->HWI (use)	-0.194	0.033	0.040	Yes
H4	WLB->BI	0.250	0.001	0.073	Yes
H5	PIIT->BI	-0.009	0.899	0.000	No
H6	COM->BI	0.429	0.000	0.178	Yes

Effect sizes (f^2) were assessed to determine the magnitude of the impact that each independent latent variable has on the BI and HWI. Furthermore, explanatory power (R^2) was assessed to determine how well the combination of independent variables explains the variance in BI and HWI. Cohen, (1988) guidelines suggest that f^2 values of 0.02, 0.15, and 0.35 correspond to small, medium, and large effects, respectively and R^2 values of 0.75, 0.50, and 0.25 are described as substantial, moderate, and weak effects (Hair et al., 2011). The model's R^2 for BI was 0.514, signifying a moderate effect, while for HWI, it was 0.089, indicating a weak effect. In terms of f^2, COM to BI showed a medium effect (0.178), PE to BI and WLB to BI presented small-to-medium and medium effects (0.055 and 0.073, respectively), and other predictors had smaller impacts. Detailed f^2 values are provided in Tables 4 and 5.

Further, the global fit of the model was evaluated using the fit index SRMR (Henseler et al., 2014). This index measures the discrepancy between the empirical indicator variance–covariance matrix and its model-implied counterpart. The resulting SRMR value, presented in Table 4, was 0.076, which is below the threshold of 0.08 (Benitez et al., 2020). This demonstrates that the model offers a satisfactory fit with the empirical data. The research model effectively highlights the impact of different factors on employees' intentions and their actual hybrid work behaviours.

Table 5. Construct measures

SRMR	0.076	
Construct	R^2	R^2 Adjusted
BI	0.514	0.498
HWI	0.089	0.064

Turning the attention to the control variables, age did not significantly influence HWI (β=-0.108, p>0.05). However, average experience (Avg_Exp) was observed to have a significant positive effect on HWI (β=0.217, p<0.01). Gender, represented by the variable 'Male', did not significantly influence HWI (β=0.176, p>0.05). Table 6 provides a more detailed overview of the controls.

Table 6. Controls

Path	β	p-value	f^2
Age->HWI	-0.108	0.189	0.012
Avg_Exp->HWI	0.217	0.008	0.051
Gender->HWI	0.176	0.283	0.008

Following the recommendations of Sarstedt et al. (2020) this research also examined the potential for nonlinear effects within the structural model relationships. Quadratic effects (QE) were used for that purpose in SmartPLS 4 software. The PLS-SEM algorithm was used to estimate the original model, after which quadratic terms were added to test the significance of potential nonlinearities. The results were obtained using bootstrapping with 5000 samples. The analysis yielded non-significant results for the quadratic effects across all examined relationships. The closest to significance was the effect of COM on BI, which approached with p-value of 0.137 but did not cross the threshold of (p<0.05) significance. Therefore, the linear effects model is robust. A more detailed look at the values can be found in Table 7.

Table 7. Non-linearity

Path	β	T statistic	p-value
QE (PE) -> BI	-0.051	0.895	0.371
QE (FC) -> BI	0.001	0.207	0.836
QE (WLB) -> BI	-0.014	0.325	0.745
QE (PIIT) -> BI	0.007	0.221	0.825
QE (COM) -> BI	0.134	1.487	0.137
QE (BI) -> HWI	0.045	1.487	0.571

An analysis following the recommendations by Sarstedt et al. (2020) assesses the potential endogeneity within the structural model, it was conducted using the Gaussian Copula (GC) for each path and combinations thereof. The findings revealed that all GC values for the paths from PE, FC, WLB, PIIT, and COM to BI, as well as from BI to HWI, were not statistically significant, with all p-values exceeding the 0.05 threshold. This consistency in results, irrespective of whether the paths were assessed individually or in combination, suggests that endogeneity does not pose a concern for the model under study. Detailed results of these assessments are presented in Table 8 while omitting redundant results.

Table 7. Assessment of endogeneity test using GC

Path	β	T statistic	p-value
GC (PE) -> BI	-0.092	0.515	0.607
GC (FC) -> BI	0.031	0.211	0.833
GC (WLB) -> BI	-0.023	0.122	0.903
GC (PIIT) -> BI	0.007	0.040	0.968
GC (COM) -> BI	0.082	0.845	0.398
GC (BI) -> HWI	0.061	0.411	0.681

Consistent with Sarstedt et al. (2020) this research explored the presence of unobserved heterogeneity using the FIMIX-PLS procedure. The information criteria used to compare the fit of one- and two-segment solutions offered mixed signals (Table 8). While the AIC3 and AIC4 pointed towards a two-segment solution being more appropriate, suggesting that there might be distinct subgroups within the dataset that could potentially be modelled separately, BIC indicated only a marginal difference between the one- and two-segment solutions. The CAIC and MDL5 favoured a one-segment solution, emphasizing the importance of model parsimony.

Crucially, Memon et al. (2020) emphasize the necessity of having enough observations per segment to maintain adequate statistical power, particularly when aiming to detect medium effects with an alpha of 0.05 and a power of 0.80. This research sample size is 157, and while suitable for a singular analysis, a two-segment solution would result in segments that are potentially too small to yield reliable insights, running the risk of overfitting and reduced statistical power if divided.

Jointly, the various information criteria used to detect unobserved heterogeneity in the dataset do not point conclusively toward a particular segmentation solution. Given the mixed evidence and the concerns related to sample size and statistical power, this study assumes that unobserved heterogeneity does not critically affect our model. Consequently, this study will proceed with the conservative approach of analysing the entire dataset as a single segment, aligning with the more parsimonious models suggested by CAIC and MDL5, and the practical constraints of the research context. This decision is also supported by the guidance provided by Sarstedt et al. (2020) on robust PLS-SEM

application, which advocates for a cautious approach to segmentation when faced with contradictory statistical indicators and potential sample size limitations.

Table 7. Fit indices for the one and two segment solutions.

Criteria	1 Segment	2 Segments
AIC	771275	731.066
AIC3	782275	**754.066**
AIC4	793.275	**777.066**
BIC	804.681	**800.916**
CAIC	**815.681**	823.916
MDL5	**1.026.307**	1.264.315

5. Discussion

5.1 Summary of Findings

The primary aim of this study was to enhance the understanding of hybrid work adoption by integrating new variables such as WLB, PIIT, and COM with established UTAUT constructs, contextualized in the post-pandemic landscape. This research sought to address how these factors collectively influence the intention to work hybrid and the actual behaviour towards adopting hybrid work models (HWI).

Key findings revealed that PE and COM significantly influenced the intention to work hybrid, with COM showing the highest f² effect, underscoring its critical role in aligning hybrid work with individual preferences and experiences. In contrast, PIIT and FC did not significantly impact hybrid work intention, suggesting that technological openness and existing infrastructure alone may not drive adoption decisions.

WLB was also a significant predictor, reflecting an increased societal focus on balancing professional and personal life, a trend accelerated by the pandemic. However, the R^2 for HWI was notably low at 0.089, indicating that the model explains only a small fraction of the variance in actual hybrid work adoption.

5.2 Theoretical Contributions

This study aimed at increasing the understanding of the factors influencing the intention and use behaviour in hybrid work arrangements a topic that as of yet received little attention in the academic world, especially compared to the extensive focus on entirely remote work. The distinction between them is crucial; while the former combines remote and office work, the latter requires working entirely outside of the traditional office environment. The focus of this study on the hybrid model is especially relevant in the context following the 2020 pandemic as the covid likely shifted the perceptions of employees and companies towards alternative working models (Yang et al., 2022). By differentiating between these two distinct concepts and delving into the complexities of hybrid work, this study offers a more comprehensive understanding of the rapidly evolving work landscape.

Additionally, most of the research done during the pandemic mainly focused on the intentions rather than actual usage as shown by prominent studies during the time period, Galanti et al. (2021), Hill et al., (2022), Matli & Wamba, (2023) and Sahut & Lissillour, (2023a). This paper then contributes to the literature by acknowledging the potential discrepancies between intentions and actual practices. There could be a number of reasons for the disconnect between the two, these factors could range from individual preferences to organizational ones. That is why focusing on both is essential and although in this particular study, the intention indeed led to use, it might be different in future studies in the changed landscape of work modes.

Moreover, the scarcity of literature specifically addressing hybrid work during and after the pandemic is a critical gap this research aimed to fill. Previously research was somewhat biased by the extreme conditions of the pandemic focusing largely on remote work because of the necessity that COVID brought, including social distancing requirements, lockdown measures, and the urgent need for businesses to continue operations despite physical workplace closures. Thus, this study contributes to the literature by identifying preferences for flexibility and WLB as well as providing insight into how these preferences may shape long-term adoption and evolution of hybrid models.

Lastly, the key theoretical contribution of this study is its extension of the UTAUT. By applying this framework to the reasonably new territory of hybrid work arrangements in a post-pandemic world, this research offers new insights and contexts to the UTAUT model. Furthermore, by incorporating WLB, PIIT, and COM into the traditional UTAUT framework, this study not only broadens the conceptual lens through which hybrid work adoption is viewed but also highlights the nuanced dynamics of post-pandemic work environments. These additions have revealed significant insights into the diverse factors that influence employee preferences and behaviour towards hybrid work arrangements, providing a richer, more complex picture than previously captured by existing models. As hybrid work environments continue to evolve, this study underscores the importance of adapting and expanding academic models to better reflect these changing contexts. This adaptation is crucial, as it allows for a

deeper understanding of the variable nature of work practices and the integration of new variables that may become relevant as the nature of work itself transforms.

In line with the original construct by Venkatesh et al. (2003), PE was found to be a significant predictor in the context of hybrid work. This finding aligns with Ferrara et al. (2022) and Liyanage & Galhena (2022), reinforcing the established understanding of PE's influence on behavioural intention within this work arrangement. However, the study presents an interesting deviation concerning FC. Contrary to the expectations based on Venkatesh et al.'s model, FC did not appear as a significant factor in this study. Interestingly, the FC's high correlation with other variables, as shown in Table 3, suggests that while these constructs are related, they may not be entirely discriminative. This observation is intriguing because it indicates a potential overlap in the constructs measured, despite a VIF below 3, typically indicating acceptable levels of multicollinearity. The high correlation might suggest that FC shares substantial common variance with other factors influencing hybrid work adoption, which could mask its individual impact. It aligns with Venkatesh et al.'s model, which mentions that FC should influence technology adoption but might be contingent on the interaction with other variables such as PE. Therefore, this result invites further examination of how FC is conceptualized and measured in the context of hybrid work environments. Moreover, the unexpected correlation presents an opportunity to delve deeper into the discriminant validity of the constructs used, potentially leading to a more nuanced understanding of how these factors interplay to influence work model preferences. Furthermore, FC's original association with digital readiness, as discussed by Gfrerer et al. (2021) and Lokuge et al. (2019), invites further exploration within the hybrid work context. This research thus challenges existing assumptions and encourages a broader examination of what constitutes supportive conditions in this evolving landscape.

When looking at the insignificance of the FC, however, it is essential to consider the context in which the data was collected. The company under study did not have a formalized transition process to hybrid work. Initially, the shift to a fully remote model in 2020 was due to the pandemic, and subsequently, post-pandemic, employees were given the option to choose between working from home or the office. It may have influenced the employees' perceptions of FC. This interpretation is informed by the direct observations from the survey data and the operational realities faced by the organization during the transition phase. Two items in the survey particularly draw attention in this context: First, "Guidance was available to me in the transition to a hybrid work model": given the lack of a formal transition process, it is plausible that respondents might have rated this item lower on the Likert scale, indicating a lack of agreement or neutral feelings towards the availability of guidance. Second, "A specific person (or group) is available for assistance with difficulties related to hybrid working": the firm's approach to support, primarily through a general IT help desk, may not have been perceived as specific for the unique problems of hybrid working. As such, responses to this item could also lean towards disagreement.

Consistent with the perspectives of Sullivan (2012), the findings indicate that perceived WLB positively influences the intention to engage in hybrid work, suggesting that such arrangements can indeed facilitate a better balance between professional and personal life. However, it contrasts with findings from Palumbo (2020), where WLB was found to worsen due to the blurring of work and personal life boundaries. Notably, nowadays, where new working practices are evolving, this study demonstrates that WLB remains a significant determinant of employees' willingness to adopt hybrid work models. This is particularly relevant as Vyas (2022) predicted the normalization of managing WLB in post-pandemic work practices. This research fills a critical gap in understanding the role of WLB in shaping preferences for hybrid work arrangements in the evolving post-pandemic workplace.

In exploring the role of PIIT and COM, this research presents notable findings and thereby further advances the research on hybrid work arrangements in the post-pandemic world. Contrary to traditional views highlighted in earlier studies, such as those by Agarwal & Prasad (1998) and Selimović et al. (2021), PIIT did not emerge as a significant predictor of the intention to engage in hybrid work arrangements. This unexpected result suggests a possible shift in the factors influencing technology adoption within the context of hybrid work. Conversely, COM was found to be a significant predictor, aligning with the perspectives of recent studies by Ofosu-Ampong & Acheampong (2022) and Blut et al. (2022). This finding challenges earlier reports by Low et al. (2011) and Chatterjee et al. (2021), who found a nonsignificant relationship between COM and technology adoption.

5.3 Practical Contributions

This study provides several practical contributions for organizations and managers. The significant impact of compatibility in this study emphasizes the importance of tailoring hybrid work environments to individual preferences and specific needs. It also aligns with Weritz et al. (2022), who advocate for companies to consider their employees' preferences when designing hybrid work arrangements. This approach not only facilitates a more seamless adoption of hybrid work models but also ensures that these setups are tailored to enhance employee motivation and engagement. This could be done by utilizing regular surveys, panels, or other feedback mechanisms so that management could continuously respond and adapt to worker's needs. The connection could be drawn to the job demands-resources (JD-R) model proposed by Bakker & Demerouti (2007) where the authors explain that work environments offering resources that meet employee needs can enhance motivation. In the context of this research, compatibility might serve as an important resource to achieve just that. Organizations that prioritize understanding and meeting the individual preferences and needs of their employees can develop a more supportive and productive work culture. This personalized approach not only benefits employees through increased job satisfaction and well-being, but it also improves the organization's overall performance by utilising the potential of a motivated and engaged workforce.

WLB also plays a significant role in influencing employees' intention to engage in hybrid work. Organizations should focus on creating policies that promote a healthy balance between professional and personal lives. Companies could achieve that by introducing more flexible scheduling options, for instance, offering employees to choose their work hours within designated timeframes in addition to options to work from home. Other options might include offering part-time or reduced-hour options if the role allows it. Another option could be to set up clear boundaries, for example by setting core collaboration hours and promoting more efficient meetings with clear agendas. Leveraging technology is key, especially given the context of hybrid work. Utilizing asynchronous communication tools can help to improve efficiency, potentially reducing the need for meetings when using project management software, for example. At the end of the day, promoting and changing culture could be the goal where managers promote respect for personal time and commitments outside of work. Promoting open communication and rewarding healthy boundaries could yield "better" WLB and higher adoption rates of hybrid work. A "good" WLB in turn leads to better employee productivity by reducing burnout and absenteeism while improving psychological and emotional well-being (Thilagavathy & Geetha, 2021).

PE is the last influential factor in employees' adoption of hybrid work. Organisations should communicate how hybrid work can enhance job performance. Apart from setting performance expectations employees should at least have the option to sign up for a training since not everyone may be ready to use the digital tools for collaboration effectively. At a later time, a more comprehensive digital literacy program could be implemented as well to raise performance in digital environments. Next, organizations should provide the necessary resources to maximize productivity in this work model, naturally transitioning to hybrid work employees would require a laptop to work from home or a secure remote desktop connection to access a PC at work. These resources directly address job demands associated with remote work and contribute to employee well-being, aligning with the JD-R model. Companies might also make use of additional budgets to set up a comfortable home office for their employees. Finally, feedback loops and customized work arrangements could help to improve performance as well as facilitate better WLB and compatibility.

5.4 Conclusions, Limitations and Recommendations

This research has provided significant insights into the factors influencing employees' intention to engage in hybrid work arrangements in the aviation industry. The research reveals compatibility, work-life balance and performance expectancy as key drivers while challenging the expected influence of personal innovativeness in information technology and facilitating conditions in this context. The results of this research contribute to the growing body of knowledge on hybrid work models, especially in the evolving post-pandemic landscape.

While informative, this study is not without its limitations. The findings, derived from a single aviation company, may lack generalizability to other industries due to the unique operational context of the aviation sector. Moreover, the study's sample was limited to Germany and Baltic nations, it relies on self-reported data and its design makes it a cross-section study. Future research should consider extending and replicating the results with a more diverse sample across various industries and countries to enhance the generalizability of the findings. Incorporating longitudinal studies would provide insights into how perceptions of hybrid work evolve over time. Another option to gain more insight into the topic is to conduct qualitative research and aim to get employees' lived experiences and perspectives on hybrid work.

The study's focus on specific constructs without considering personal factors such as gender and age as moderators opens up further possibilities for research. Especially given that WLB is often considered in the context of demographic variables. According to Bakker & Demerouti (2007) review, differences were found in managing WLB between different groups of age, marital status and gender. Research also often considered family demands and how WLB is relevant in child or elderly care in families. This study omitted those factors, yet it could be relevant to include them in the future since exploring additional moderating variables, could help to deepen understanding of how different demographic groups perceive and adapt to hybrid work arrangements.

Despite the non-significance of facilitating conditions in this study, organizations and researchers should not overlook its potential importance. The study's context might have influenced the results and might not translate to other organizations as was explained before. In companies where structured support for hybrid work transitions is present, FC could be more influential.

The significance of average experience with remote work as a control variable suggests that future studies could explore how experience further affects hybrid work intentions and behaviours. Researchers might consider including and testing other related control variables to see how they interact with experience and impact hybrid work intentions.

The low R^2 for the HWI reflecting actual use behaviour, suggests that the model captures only a small portion of the variance in hybrid work adoption. This discrepancy between intended and actual hybrid work use indicates that critical factors may be missing. Future research should explore and refine theoretical models to incorporate broader variables that could more accurately predict actual hybrid work behaviours.

As we navigate the shifting landscapes of work in the post-pandemic world, this research has illuminated how hybrid work models are not just temporary adaptations but are becoming enduring facets of the new normal. The pandemic has accelerated a transformation in work practices, compelling organizations, and employees to rethink what constitutes effective and satisfying work arrangements. The findings underscore the growing relevance of factors such as compatibility and work-life balance,

which have emerged as pivotal in shaping the adoption and success of hybrid work models. Compatibility ensures that new work practices resonate with individual values, while enhanced work-life balance capabilities reflect a deeper societal shift towards valuing personal well-being alongside professional productivity. As we continue to explore this evolving domain, it is evident that further research is crucial to fully understand and harness the dynamics of hybrid work. Advancing this topic in our new context will not only help in optimizing these models for greater efficacy but will also contribute to a more resilient and adaptive future workplace. In embracing these new norms of hybrid work, we are not merely adapting to changes forced by a global pandemic but are actively participating in a profound shift in work culture that prioritizes flexibility and employee well-being. This study lays the groundwork for future research to further refine and understand hybrid work models, ensuring they meet the evolving needs of both employers and employees in a post-pandemic world.

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7. *Appendix 1: Items*

Performance Expectancy (PE):

1) Working in a hybrid workplace model will enable me to accomplish tasks more quickly.
2) Working in a hybrid workplace model will enhance my effectiveness on the job.
3) Working in a hybrid workplace model will increase my productivity.

Facilitating conditions (FC):

1) I have the resources necessary to work in a hybrid workplace model.
2) I have the knowledge necessary to navigate a hybrid workplace work model.
3) Guidance was available to me in the transition to a hybrid work model.
4) A specific person (or group) is available for assistance with difficulties related to hybrid working.

Work-Life Balance (WLB):

1) How easy or difficult is it for you to balance the demands of your work and personal life when working in a hybrid workplace model? (5-point scale: very easy to very difficult)
2) When working in a hybrid workplace model, I have sufficient time to maintain an adequate work-life balance. (5-point scale: strongly agree to strongly disagree)
3) Overall, how successful do you feel in balancing your work and personal life when working in a hybrid workplace model? (5-point scale: extremely successful to extremely unsuccessful)
4) How often do you feel drained from work pressures and problems when working in a hybrid workplace model? (5-point scale: never to almost always)

Personal Innovativeness in Information Technology (PIIT):

1) If I heard about a new technology, I would look for ways to experiment with it.
2) Among my peers, I am usually the first to try out new technologies.
3) In general, I am hesitant to try out new technologies. (Reverse coded)

4) I like to experiment with new technologies.

IT Mindfulness (ITMind): During my work…

1) I am very creative when using digital tools.
2) I am often open to learning new ways of using digital tools.
3) I am very curious about different ways of using digital tools.
4) I "get involved" when using digital tools.

Compatibility (COM):

1) Working in a hybrid workplace model is compatible with all aspects of my job.
2) I think that working in a hybrid workplace model fits well with the way I prefer to work.
3) Working in a hybrid model aligns with the requirements of my job.

Masculine-Feminine Dimension:

1) It is more important for men to have a professional career than it is for women.
2) Men usually solve problems with logical analysis; women usually solve problems with intuition.
3) There are some jobs that a man can always do better than a woman.

Behavioral Intention to work hybrid:

4) I will strongly recommend others to use a hybrid work model.
5) I plan to continue working in a hybrid model.

Continuance Intention

6) I intend to continue working in a hybrid work model.
7) My intentions are to continue working in a hybrid work model.

Attitude

All things considered, working in a hybrid workplace model is a

1) Bad idea ... Good idea.
2) Foolish move ... Wise move.
3) Negative step ... Positive step.
4) I have an (extremely negative ... extremely positive) attitude toward working in a hybrid workplace model.

Use

1) In the past week, how many days did you work remotely?
2) In the past week, how many days did you work in the office?

MLMV

1) Coffee is important in my life.

Autonomy (Auto)

1) The hybrid workplace model allows me to choose the methods I use to accomplish my tasks.

2) The hybrid workplace model provides me with control over my work schedule.

Job satisfaction

1) I feel fairly satisfied with my present job.

2) Most days, I am enthusiastic about my work.

3) I find real enjoyment in my work.