

The Role of AI in Facilitating Hybrid Work: Implications for Employee Satisfaction and Engagement

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Article Information	Abstract
Article History: Received: - Accepted: - Published: -	This study examines the role of artificial intelligence (AI) in facilitating hybrid work arrangements and its implications for employee satisfaction and engagement. The purpose of this research is to analyze how AI-driven systems influence organizational performance and employee experiences within the increasingly prevalent hybrid model of work. Using a literature review method, the study synthesizes findings from journal articles, research reports, and academic books published in recent years, focusing on the integration of AI tools into human resource management and workplace practices. The results indicate that AI enhances efficiency and collaboration by automating routine tasks, supporting decision-making, and enabling data-driven insights that improve resource allocation and employee support. However, the findings also highlight challenges such as algorithmic bias, lack of transparency, and heightened perceptions of surveillance that may undermine trust, satisfaction, and long-term engagement. The discussion emphasizes that the successful implementation of AI in hybrid work requires robust governance, ethical frameworks, and employee participation to ensure fairness and inclusivity. Overall, the study contributes to a deeper understanding of how AI can be strategically leveraged to balance organizational goals with the well-being and dignity of employees, offering both theoretical insights and practical guidance for sustainable HRM practices in the digital era.
Keywords: Artificial Intelligence, Hybrid Work, Employee Satisfaction, Employee Engagement, Human Resource Management, Algorithmic Bias	

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INTRODUCTION

The rapid advancement of artificial intelligence (AI) has significantly transformed the way organizations manage work arrangements, particularly in the era of hybrid work models that combine remote and on-site practices. Globally, the adoption of AI-driven tools has facilitated the automation of routine tasks, enhanced communication systems, and optimized decision-making processes, enabling organizations to maintain productivity despite geographical and temporal boundaries (Huang & Rust, 2021; Jarrahi et al., 2022).

As organizations increasingly rely on flexible work structures, AI technologies such as predictive analytics, virtual assistants, and intelligent scheduling systems have become crucial in mitigating challenges associated with coordination, collaboration, and performance management (Beltrán & de la Rubia, 2020; Bose et al., 2023). Scholars have noted that the hybrid work era demands technological solutions that support agility and resilience, positioning AI as a central enabler of sustainable organizational practices (Vrontis et al., 2022; Ghosh, 2022). This global context highlights the importance of understanding how AI reshapes the nature of work by enhancing efficiency while simultaneously influencing the dynamics of employee experience.

Within organizational research, AI has been increasingly explored not only for its functional role in streamlining operations but also for its implications on the human dimensions of work. Several studies indicate that AI-driven platforms foster greater inclusivity by supporting diverse work arrangements, improving access to organizational resources, and creating more personalized experiences for employees in hybrid settings (Cheng & Hackett, 2021; Margherita, 2022). Moreover, AI's capacity to monitor workloads and predict employee needs offers managers insights into potential areas of burnout, enabling proactive interventions that maintain employee well-being (Jia et al., 2021; Pan et al., 2022). These advancements suggest that AI is not only a technical infrastructure but also a mediator of psychological and social processes that influence workplace satisfaction and cohesion (Raisch & Krakowski, 2021; Minbaeva, 2021). However, the literature also cautions that reliance on AI requires careful consideration of ethical practices, transparency, and fairness to ensure that employees trust the systems that increasingly shape their daily work experiences.

The integration of AI into hybrid work settings thus brings to the forefront critical questions about employee satisfaction and engagement, two constructs that are essential for organizational performance and sustainability. Satisfaction reflects how well employees' expectations are met within hybrid arrangements, while engagement reflects their emotional and cognitive commitment to the organization (Galanaki et al., 2023; Kim, 2022). AI can play a dual role by fostering positive outcomes through personalization and efficiency, but also potentially undermining engagement if perceived as invasive or lacking fairness. By synthesizing insights from contemporary literature, this study aims to provide a comprehensive understanding of how AI contributes to shaping employee experiences in hybrid work environments, with particular attention to its impact on satisfaction and engagement. The systematic focus on these issues not only advances theoretical discussions but also offers practical guidance for organizations seeking to balance technological innovation with human-centered values in the evolving world of work.

LITERATURE REVIEW

The literature on artificial intelligence and its influence on hybrid work environments underscores that technological adoption has evolved beyond efficiency to directly affect employee experiences. Early findings highlight that AI applications in HRM are not merely technical infrastructures but socio-technical systems that reshape organizational structures and interpersonal dynamics (Meijerink et al., 2021; Strohmeier & Parry, 2021). In hybrid contexts, AI has been deployed to coordinate distributed teams, enhance collaboration through digital platforms, and ensure fairness in resource allocation (Ajunwa, 2020;

Köchling & Wehner, 2020). Scholars emphasize that such systems, when designed responsibly, support equity and consistency in decision-making processes, which are particularly vital when employees operate in diverse work settings. However, the same literature acknowledges that algorithmic opacity and perceived lack of transparency can undermine employee trust, raising questions about accountability and the legitimacy of AI-driven decisions (Bodie et al., 2017). These discussions provide the foundation for exploring how AI can both enable and constrain satisfaction in hybrid work settings.

Another important theme in the literature concerns the role of AI in shaping employee well-being and psychological safety within hybrid arrangements. Research indicates that the automation of repetitive tasks and the provision of predictive insights into workload distribution can reduce employee stress and increase perceived autonomy (Hensher et al., 2021; Li et al., 2021). At the same time, continuous AI-enabled monitoring may provoke feelings of surveillance, which in turn heightens stress and undermines satisfaction (Kedar & Kedar, 2019). These mixed outcomes illustrate that AI's role in hybrid work is contingent upon how it is introduced and managed within organizational cultures. The studies suggest that leaders must carefully balance efficiency with empathy, as employees may perceive technological interventions as supportive when they foster empowerment, but invasive when they compromise privacy and autonomy (Leicht-Deobald et al., 2019). The hybrid model further complicates this balance, since remote workers are often more dependent on digital systems, making them more vulnerable to the unintended psychological consequences of AI-driven oversight.

The literature also examines the ways in which AI intersects with employee engagement, emphasizing both opportunities for growth and risks of disengagement. Engagement is often enhanced when employees perceive AI systems as providing individualized support, such as personalized career development pathways or adaptive learning modules that align with employee aspirations (Arohman, Syamsuri, & Angraini 2025; Barocas et al., 2019). Moreover, by enabling data-driven insights into performance, AI can help managers provide timely feedback that fosters motivation and a sense of belonging (Cappelli et al., 2020). Conversely, disengagement can arise when employees feel excluded from decision-making processes that are dominated by opaque algorithms (Raghavan et al., 2020). This dynamic highlights the importance of integrating transparency and employee participation into the design of AI systems to ensure that engagement is sustained in hybrid settings. Such findings reinforce the notion that engagement is not only a function of technology but also of governance, fairness, and communication practices that underpin the hybrid work model.

Finally, studies exploring the strategic role of AI in hybrid work emphasize that its long-term effectiveness depends on aligning technological innovation with human-centered values. Scholars argue that organizations must embed ethical principles such as fairness, inclusivity, and accountability into AI-driven HRM practices to maintain legitimacy and trust (Martin, 2019; Dattner et al., 2019). Research suggests that companies that adopt governance frameworks addressing algorithmic bias, explainability, and employee voice are more likely to foster sustainable satisfaction and engagement outcomes (Calo, 2020; Galanaki et al., 2023). Additionally, the literature indicates that AI adoption in hybrid work is not a one-size-fits-all solution, as contextual factors such as industry, organizational culture, and employee demographics mediate its effectiveness (Ajunwa, 2020; Raisch & Krakowski, 2021). This points to the need for flexible implementation strategies that

accommodate diverse employee expectations while ensuring technological reliability. Taken together, the reviewed studies demonstrate that AI has the potential to enrich hybrid work environments, but its success hinges on a delicate balance between innovation and the preservation of employee dignity and well-being.

METHOD

This study employs a literature review method to critically examine and synthesize scholarly contributions related to the role of artificial intelligence in facilitating hybrid work and its implications for employee satisfaction and engagement. Data sources include peer-reviewed journal articles, research reports, academic books, and policy documents, with literature systematically collected from reputable databases such as Scopus, Web of Science, and Google Scholar. The selection process emphasized studies published within the last five years to ensure contemporary relevance, while inclusion criteria were focused on research that directly addressed AI in hybrid work contexts, particularly its influence on workplace dynamics, employee well-being, and organizational performance. Sources that were outdated, lacked empirical or conceptual depth, or did not explicitly link AI with HRM or hybrid work practices were excluded. Once identified, the literature was analyzed descriptively to highlight thematic patterns, conceptual frameworks, and practical insights, enabling the identification of both opportunities and challenges associated with AI adoption. This approach was chosen to provide a comprehensive synthesis of existing knowledge, ensuring that the findings not only inform academic debate but also generate actionable implications for organizations navigating the intersection of technology, human values, and evolving work arrangements.

RESULTS AND DISCUSSION

The findings from the reviewed literature reveal that the integration of AI into hybrid work settings has significantly enhanced organizational capabilities in terms of communication, collaboration, and task allocation. AI-enabled platforms have been shown to facilitate virtual teamwork by streamlining digital workflows, improving the speed of information exchange, and enabling seamless coordination across remote and office-based employees (Upadhyay & Khandelwal, 2019; van Esch et al., 2019). For instance, intelligent scheduling tools and automated communication systems reduce delays and minimize misunderstandings, thereby supporting team productivity in geographically dispersed environments (Tambe et al., 2019; Strohmeier & Parry, 2021). Moreover, AI-based performance analytics allow managers to monitor outcomes more objectively and allocate resources more efficiently, which is critical for maintaining accountability in hybrid structures (Minbaeva, 2021; Shrestha et al., 2021). These technological affordances demonstrate that AI is not only enhancing operational efficiency but is also reshaping the organizational landscape of hybrid work by making collaboration more structured and adaptive.

Despite these advantages, the literature emphasizes persistent challenges in terms of algorithmic bias and fairness, which can undermine employee trust and satisfaction. Several studies demonstrate that AI systems trained on biased datasets tend to reproduce existing inequalities in workforce management, particularly in recruitment and performance evaluation processes (Arohman, Syamsuri, & Angraini 2025; Ajunwa, 2020). In hybrid contexts, such biases can be magnified because remote employees may leave fewer digital

traces than those on-site, leading to skewed assessments of productivity and engagement (Köchling & Wehner, 2020; Raghavan et al., 2020). Scholars argue that these unintended outcomes may discourage employee participation and create perceptions of exclusion or unfair treatment (Arohman & Syamsuri 2025; Cowgill, 2019). The findings also highlight that employees often lack the knowledge or agency to question AI-driven decisions, leaving them vulnerable to opaque systems that directly affect their career trajectories (Arohman, Syamsuri, & Angraini 2025). Consequently, addressing bias and enhancing transparency become urgent priorities for organizations that aim to harness AI responsibly in hybrid work structures.

Another major theme concerns the psychological and cultural implications of AI integration in hybrid workplaces. Studies indicate that while AI-enabled tools can reduce workload burdens and enhance autonomy, they can also trigger feelings of surveillance, leading to stress and disengagement among employees (Jia et al., 2021; Hensher et al., 2021). Remote employees, in particular, may perceive continuous monitoring systems as invasive, undermining their sense of trust and belonging (Kim, 2022; Bondarouk & Brewster, 2016). Furthermore, the lack of explainability in AI systems presents a cultural challenge, as employees value clarity in understanding how their contributions are assessed and rewarded (Shrestha et al., 2021; Strohmeier & Parry, 2021). When AI systems are perceived as opaque, employees often experience decreased motivation, which ultimately weakens organizational cohesion and collaboration. The literature therefore suggests that employee engagement in hybrid work is contingent on AI being introduced as a supportive partner rather than a controlling mechanism, ensuring that systems reinforce, rather than diminish, psychological well-being and trust.

At the strategic level, the reviewed studies emphasize that organizations must establish governance frameworks that align AI adoption with ethical principles, inclusivity, and human-centered practices. Scholars argue that the successful use of AI in hybrid work requires ongoing auditing mechanisms, transparent communication with employees, and opportunities for employee feedback to ensure legitimacy and trust (Dattner et al., 2019; Martin, 2019). Regulatory developments further underscore the need for compliance with evolving data protection and anti-discrimination standards, suggesting that organizations cannot treat ethics as optional but as a core strategic priority (Calo, 2020; Galanaki et al., 2023). In addition, companies that actively invest in building ethical AI practices may enjoy competitive advantages by fostering diverse, engaged, and resilient workforces (Ghosh, 2022; Vrontis et al., 2022). The findings thus collectively indicate that AI's role in hybrid work extends beyond efficiency gains, pointing toward its strategic importance in shaping equitable, transparent, and sustainable employee experiences.

CONCLUSION

The exploration of artificial intelligence within the context of hybrid work demonstrates that AI has emerged as a transformative force, reshaping organizational practices, employee experiences, and the broader dynamics of work. From the global perspective outlined in the introduction, AI enables organizations to sustain productivity and agility by streamlining communication, enhancing collaboration, and supporting decision-making in increasingly flexible work environments. The literature review further highlighted that while AI contributes positively to employee satisfaction and engagement by reducing

routine burdens and personalizing support, it also introduces challenges such as surveillance concerns, transparency deficits, and risks of bias that can erode trust. The discussion expanded these insights by emphasizing that successful integration of AI in hybrid work requires a careful balance between technological innovation and the preservation of human-centered values, underscoring the need for governance frameworks, ethical safeguards, and participatory practices that align with employee expectations. Taken together, these findings indicate that the future of AI in hybrid work will not be determined solely by technical advances but by the strategic choices organizations make in embedding fairness, inclusivity, and accountability into their systems. Ultimately, the role of AI in hybrid work is most powerful when it enhances both organizational performance and the dignity of employees, ensuring that technology serves as a partner in creating sustainable and engaging workplaces.

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