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Performance Management in Hybrid and Virtual Workplaces A Systematic Literature Review

Asmaul Zuraini[1*] , Jery Lingling Ramadani[2] , Lilis Triwahyuni[3] , Septi Wulandari[4], Satriadi[5]

[1,2,3,4,5]Manajemen, STIE Pembangunan Tanjungpinang

*E-mail: asmaulzuraini@gmail.com

Kata Kunci

Manajemen Kinerja;
Kerja Hibrida;
Kerja Virtual;
Produktivitas Karyawan;
Teknologi Digital

Abstrak

Studi ini bertujuan untuk mensintesis praktik manajemen kinerja, tantangan implementasi, dan hasil kinerja karyawan yang dilaporkan di tempat kerja hibrida dan virtual. Tinjauan literatur sistematis dilakukan dengan mencari artikel jurnal yang diterbitkan antara tahun 2022 dan 2026 di Scopus dan Google Scholar. Pencarian dilakukan dari tanggal 14 Oktober hingga 4 November 2026. Seleksi mengikuti pedoman PRISMA 2020. Kualitas metodologis dinilai menggunakan Daftar Periksa Penilaian Kritis JBI yang sesuai dengan desain, MMAT 2018, dan SANRA. Temuan dianalisis melalui sintesis tematik naratif. Dari 68 catatan yang diidentifikasi, 30 dari Scopus dan 38 dari Google Scholar, dua duplikat dihapus, dan 14 artikel memenuhi kriteria inklusi. Lima tema muncul: penetapan tujuan dan target kinerja; pemantauan kinerja dan akuntabilitas digital; umpan balik dan komunikasi kinerja; fleksibilitas kerja dan penentu kinerja; dan dukungan manajerial serta lingkungan kerja digital. Studi kualitatif menekankan harapan yang jelas, umpan balik yang teratur, dan ketegangan antara otonomi karyawan dan akuntabilitas organisasi. Sebuah uji coba acak menemukan bahwa dua hari kerja dari rumah setiap minggu meningkatkan retensi tanpa mengurangi nilai kinerja atau hasil pengkodean. Sebaliknya, sebuah studi potong lintang tidak menemukan hubungan langsung yang signifikan antara pelatihan virtual atau otonomi kerja dan kinerja yang dilaporkan sendiri. Temuan ini mendukung manajemen kinerja yang peka terhadap konteks yang mengakui praktik dan kondisi organisasi yang saling terkait, tetapi tidak menetapkan model yang efektif secara universal. Cakupan pencarian yang terbatas, bias peringkat, penyaringan yang tidak independen, potensi tumpang tindih di antara tinjauan literatur, dan heterogenitas metodologis membatasi kekuatan dan generalisasi temuan.

Keyword

Performance Management;
Hybrid Work;
Virtual Work;
Employee Productivity;
Digital Technology

Abstract

This study aimed to synthesize performance management practices, implementation challenges, and reported employee performance outcomes in hybrid and virtual workplaces. A systematic literature review searched Scopus and Google Scholar for journal articles published between 2022 and 2026. Searches were conducted from October 14 to November 4, 2026. Selection followed PRISMA 2020 guidelines. Methodological quality was assessed using design-appropriate JBI Critical Appraisal Checklists, MMAT 2018, and SANRA. Findings were analyzed through narrative thematic synthesis. Of 68 records identified, 30 from Scopus and 38 from Google Scholar, two duplicates were removed, and 14 articles met the inclusion criteria. Five themes emerged: goal setting and performance targets; performance monitoring and digital accountability; performance feedback and communication; work flexibility and performance determinants; and managerial support and the digital work environment. Qualitative studies emphasized clear expectations, regular feedback, and tensions between employee autonomy and organizational accountability. A randomized trial found that two weekly work-from-home days improved retention without reducing performance grades or coding output. Conversely, a cross-sectional study found no significant direct associations between virtual training or job autonomy and self-reported performance. The findings support context-sensitive performance management that recognizes interconnected organizational practices and conditions, but do not establish a universally effective model. Restricted search coverage, ranking bias, non-independent screening, potential overlap among literature reviews, and methodological heterogeneity limit the strength and generalizability of the findings.

INTRODUCTION

Managing performance across on site and remote work raises practical questions about how supervisors set comparable expectations, assess contributions when work is less directly observable, and provide useful feedback across locations. In this review, performance management refers to the ongoing process of setting goals, monitoring progress, providing feedback, and reviewing work outcomes. Performance appraisal is the evaluation component of that process. Employee performance concerns the accomplishment and quality of work, productivity concerns output relative to inputs, and organizational performance concerns outcomes at the organizational level. These distinctions clarify the central problem: how organizations can coordinate and evaluate distributed work without treating physical presence, employee perceptions, and measured work outcomes as equivalent indicators of performance.

Research on work arrangements demonstrates the importance of context and outcome measurement. (Anakpo et al., 2023) reported that work from home outcomes varied with job characteristics, organizational conditions, and employees' home environments. Distinguished non mandatory arrangements from mandatory, full time work from home during the COVID 19 pandemic, reporting less favorable findings for the latter. Examined telework in relation to organizational economic performance indicators. These reviews address related but distinct outcomes and arrangements; their findings therefore require attention to what was measured and the conditions under which work occurred.

Evidence from hybrid work further illustrates why work arrangement outcomes should be separated from the effectiveness of management practices. In a randomized trial at a Chinese technology company, (Bloom et al., 2024) found that working from home two days per week improved retention without reducing the performance grades or coding output measured in the study. This provides evidence about a specified hybrid schedule and selected outcomes. It does not establish that every flexible arrangement improves productivity or that a particular combination of goal setting, monitoring, and feedback is effective across organizations.

Studies focused on management practices provide a different type of evidence. Mabaso and Manuel (2024) identified continuous performance communication, discussion of deliverables, clear expectations, trust, and well-being as themes in remote and hybrid work environments. Described tensions between employee autonomy and managerial accountability, alongside challenges involving isolation, work life boundaries, and technostress. These qualitative accounts identify practices and experiences relevant to managing distributed work, but do not establish their causal effects on employee performance. They highlight the need to examine coordination and feedback alongside employee support and the conditions in which work is performed.

The present review addresses an integrative question across these strands of research. (Hackney et al., 2022) examined work arrangement outcomes, while reviewed leadership competencies for managing performance in telework. Building on these different emphases, this review brings goal setting, monitoring, feedback, work flexibility, and managerial support into a common synthesis that separates reported practices, employee responses, and measured outcomes. Its contribution is to identify which types of evidence support each dimension and where contextual or methodological limits constrain interpretation. This distinction helps prevent favorable perceptions or outcomes associated with a work arrangement from being treated as proof that a management practice is effective.

For this review, hybrid workplaces combine on site and remote work, whereas virtual workplaces involve work and managerial interaction conducted remotely through digital communication. Remote

work and telework are broader labels whose specific arrangements must be interpreted from each source. Full time work from home and pandemic related telework fell within scope when they met the stated eligibility criteria and substantively addressed performance management. Research without an identifiable distributed work context could inform conceptual interpretation but was not treated as direct evidence about hybrid or virtual workplaces. Interpretation distinguished reported arrangements where specified, without assuming that findings from hybrid, fully remote, and pandemic settings were interchangeable.

The review addressed three questions: (RQ1) Which performance management practices are reported in hybrid, virtual, and related remote-work settings? (RQ2) What implementation challenges and contextual conditions shape these practices? (RQ3) What employee responses and performance outcomes are reported, and how do study designs, measures, and work settings limit their interpretation? The analysis generated five themes: goal setting and performance targets; performance monitoring and digital accountability; performance feedback and communication; work flexibility and determinants of employee performance; and managerial support and the digital work environment. These themes organize the answers to the questions by linking practices with implementation conditions and the outcomes actually examined.

RESEARCH METHODOLOGY

This study applied inclusion and exclusion criteria to ensure the relevance of the selected literature to performance management in hybrid and virtual work environments. Eligible studies were journal articles published between 2022 and 2026 in English or Indonesian, available in full text, and examining employees or workers in hybrid, virtual, remote, or telework settings. Studies were required to substantively address performance management practices, including performance appraisal, goal setting, performance monitoring, feedback, productivity management, or managerial support. Studies examining the relationship between these practices and employee-related outcomes were also considered eligible when the research was conducted in the specified work arrangements. Both empirical studies employing quantitative, qualitative, experimental, or mixed methods approaches and literature-based studies, including systematic literature reviews (SLRs), were included to capture empirical findings and broader research syntheses.

Publications outside the specified period, articles in languages other than English or Indonesian, non journal publications, studies involving irrelevant work contexts, and articles that only mentioned employee performance or remote work without substantively examining performance management practices were excluded. All 30 reports assessed at the full-text stage were retrieved; therefore, none was excluded due to full text unavailability. References used solely for the background and theoretical framework were not included in the final synthesis.

The literature search was conducted through Scopus and Google Scholar on several occasions between October 14 and November 4, 2026. The search focused on publications from 2022 to 2026 in English and Indonesian. In Scopus, the search used the string TITLE-ABS-KEY ((hybrid work OR virtual work OR remote work OR telework OR work from home) AND (performance management OR performance appraisal OR employee performance OR productivity)), with filters for publication year (2022–2026), document type (article), and language (English and Indonesian). Google Scholar was searched using the query "hybrid workplace AND virtual workplace AND performance management", with the publication period set to 2022–2026. Additional Google Scholar results were also examined through supplementary searching to broaden the literature coverage. In total, 38 records were

identified through Google Scholar. Scopus was selected for its indexed scholarly publications, while Google Scholar was used to broaden literature coverage, particularly Indonesian research. Business Source Complete and PsycINFO were not used due to institutional access limitations.

The initial search identified 68 records: 30 from Scopus and 38 from Google Scholar. The 38 Google Scholar records comprised 16 records identified through the main search query and 22 additional records identified through supplementary Google Scholar searching. After removing two duplicates, 66 records remained for screening. The first 30 Scopus results were selected based on the platform's relevance ranking, while the Google Scholar results were manually examined according to the research criteria. The four reviewers jointly examined the additional 22 Google Scholar records; however, none was independently included in the final synthesis because they did not meet the eligibility criteria. Mabaso and Manuel (2024) was included as a Scopus-indexed article. Final eligibility decisions were based on the established research criteria. The selection of the first 30 Scopus results may have introduced ranking bias, which is acknowledged as a search limitation.

This systematic literature review followed the PRISMA 2020 reporting guidelines (Page et al., 2021) to improve the transparency and completeness of reporting. The completed PRISMA 2020 checklist is provided in Appendix 1. No review protocol was prepared or registered prospectively; therefore, no retrospective registration was conducted. The literature search was conducted between October 14 and November 4, 2026, while the established eligibility criteria were maintained throughout the selection process.

The literature selection process involved two reviewers from the four member research team. One reviewer conducted the primary screening of titles and abstracts, while the second provided assistance when needed. The same procedure was applied during the full text assessment. Any disagreements regarding article eligibility were resolved through discussion until consensus was reached. Of the 68 initial records, two duplicates were identified using Mendeley and subsequently verified manually by comparing article titles, author names, and Digital Object Identifiers (DOIs), leaving 66 records after duplicate removal. Following title and abstract screening, 36 records were excluded, and 30 reports were sought for retrieval and assessed for eligibility. During the selection process, particular attention was given to the relevance of article content to performance management in hybrid and virtual work environments, rather than relying solely on titles. Articles whose titles appeared relevant but whose contents did not align with the research objectives were excluded.

Of the 30 full-text articles assessed for eligibility, 16 were excluded based on the established inclusion and exclusion criteria, leaving 14 studies for the final synthesis. The reasons for exclusion were: publication outside the specified year range (3 articles); irrelevant research contexts, including education, learning, and social interventions (4 articles); studies that did not directly examine performance management practices (7 articles); and work contexts that did not meet the hybrid or virtual workplace criteria (2 articles). The excluded articles and their respective primary reasons for exclusion are presented in Appendix 2.

Data extraction from the 14 included studies was conducted by four reviewers, who divided the articles among themselves. The working table recorded article details, research context and design, performance management practices, challenges, strategies, and key findings. The extracted data were discussed collectively, while unclear information was rechecked against the original articles until consensus was reached.

The findings were analyzed using narrative thematic synthesis based on Braun and Clarke (2006), with themes developed inductively from recurring

patterns across the studies. Five themes emerged: goal setting and performance targets; performance monitoring and digital accountability; feedback and communication; work flexibility and determinants of employee performance; and managerial support and the digital work environment. Quantitative and qualitative findings were compared narratively without being combined into a numerical measure.

Table 1. Article Recapitulation and Methodological Quality Assessment

Tabel Rekapitulasi Artikel dan Penilaian Kualitas Metodologis												
No.	Penulis dan tahun	Desain penelitian	Instrumen penilaian	Jumlah item	Yes	No	Unclear	N/A	Item dinila	Yes (%)	Hasil penilaian	Catatan / justifikasi
1	**Anakpo et al. (2023)**	Review sistematis	JBI Systematic Reviews (11 butir)	11	8	0	3	0	11	72,7	8/11 kriteria Yes	Tiga kriteria belum dapat dipastikan.
2	**Hackney et al. (2022)**	Review sistematis	JBI Systematic Reviews (11 butir)	11	8	0	3	0	11	72,7	8/11 kriteria Yes	Beberapa aspek metodologi belum terkonfirmasi.
3	**Bloom et al. (2024)**	Studi primer; randomized controlled trial (RCT)	JBI RCT (13 butir)	13	6	2	5	0	13	46,2	6/13 kriteria Yes	Terdapat kriteria yang belum terpenuhi.
4	**Mabaso & Manuel (2024)**	Studi primer; kualitatif fenomenologi	JBI Qualitative (10 butir)	10	6	0	4	0	10	60	6/10 kriteria Yes	Beberapa aspek penelitian perlu diverifikasi.
5	**Mabaso (2026)**	Studi primer; kualitatif fenomenologi	JBI Qualitative (10 butir)	10	7	0	3	0	10	70	7/10 kriteria Yes	Sebagian besar kriteria terpenuhi.
6	**Wang et al. (2025)**	Studi primer; mixed methods: survei/SEM dan wawancara	MMAT 2018: komponen kualitatif, kuantitatif non-randomized dan mixed methods	15					15		Penilaian per tiga komponen; tanpa skor	QUAL: 3 Yes/2 Can't tell; QUAN: 1 Yes/4 Can't tell; mixed methods: 2 Yes/3 Can't tell. Screening dicatat terpisah.
7	**Veithzal (2023)**	Studi primer; survei observasional	JBI Analytical Cross-sectional (8 butir)	8	1	0	7	0	8	12,5	1/8 kriteria Yes	Teks lengkap: 1 Yes pada pengukuran paparan; 7 Unclear. Label outcome, metode, konteks sampel dan kecocokan model membatasi interpretasi.
8	**Bravo-Duarte et al. (2025)**	Review sistematis	JBI Systematic Reviews (11 butir)	11	8	0	3	0	11	72,7	8/11 kriteria Yes	Butir 3 hanya satu jawaban; sumber pencarian dan publication bias dicocokkan dengan metode. Tahun publikasi 2025.
9	**Curzi et al. (2026)**	Studi primer; survei kuantitatif cross-sectional, regresi OLS	JBI Analytical Cross-sectional (8 butir)	8	6	0	2	0	8	75	6/8 kriteria Yes	Kriteria inklusi sampel dan validitas/reliabilitas seluruh ukuran PM belum dijelaskan lengkap. Convenience sampling dan desain cross-sectional membatasi generalisasi serta kesimpulan sebab-akibat.
10	**Sunarto et al. (2025)**	Studi primer; survei potong lintang, PLS-SEM	JBI Analytical Cross-sectional (8 butir)	8	5	0	3	0	8	62,5	5/8 kriteria Yes	Paparan berupa konstruk prediktor; validitas/reliabilitas dilaporkan. Perancu tetap Unclear; data self-report dan pelaporan terbatas.
11	**Mutiganda et al. (2022)**	Review sistematis	JBI Systematic Reviews (11 butir)	11	8	0	3	0	11	72,7	8/11 kriteria Yes	Sebagian besar kriteria terpenuhi.
12	**Allen et al. (2026)**	Review naratif/integratif	SANRA (6 butir; skor 0–2 per butir)	6					6		SANRA 10/12; enam butir berskala 0–2.	Teks lengkap diperiksa; butir pencarian mendapat 0. Tahun 2026 mengikuti publikasi daring awal; tidak disetarakan dengan persentase Yes JBI.
13	**Pandjaitan et al. (2025)**	Studi primer; survei potong lintang, path analysis/SmartPLS	JBI Analytical Cross-sectional (8 butir)	8	1	0	7	0	8	12,5	1/8 kriteria Yes	Tabel pengukuran memakai label konstruk lain. Penilaian analisis Unclear; 7 Unclear tidak disamakan dengan No.
14	**Grzesiak & Ulrych (2025)**	Studi primer; survei CAWI, SEM dan analisis multikelompok	JBI Analytical Cross-sectional (8 butir)	8	5	0	3	0	8	62,5	5/8 kriteria Yes	Tabel pengukuran mendukung butir 3–4. Moderasi tidak otomatis mengontrol perancu; tahun versi terbitan 2025.

The methodological quality of the 14 studies was assessed by four reviewers using instruments appropriate to each study design: the JBI Critical Appraisal Checklists, MMAT 2018, and SANRA. The articles were allocated among the

reviewers for appraisal, and the results were cross-checked and discussed to prepare the final appraisal summary. The findings were presented in a table to demonstrate the methodological strengths and limitations of each study. Appraisal was not used to exclude studies or assign numerical weights to the synthesis. Risks of bias, design limitations, and reporting uncertainties were distinguished rather than treated as equivalent methodological weaknesses.

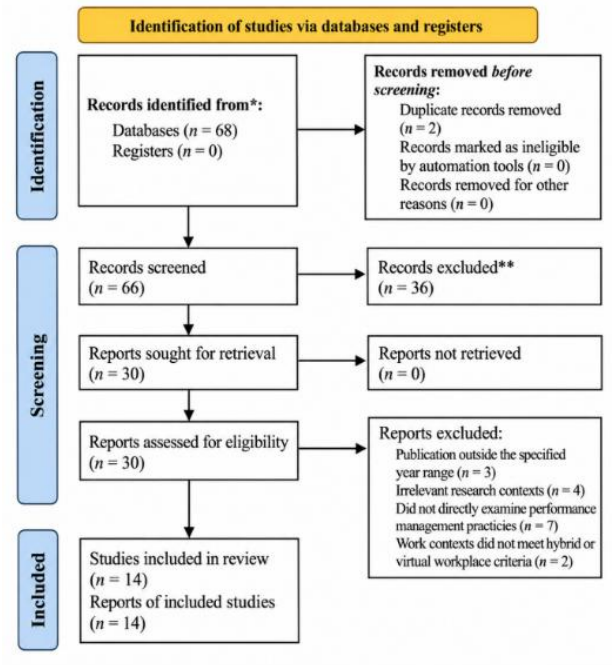


Figure 1. PRISMA 2020 Flow Diagram of Study Selection

RESULTS OF RESEARCH AND DISCUSSION

A total of 14 articles met the inclusion criteria, consisting of nine primary empirical studies and five literature review articles. The empirical studies employed various research approaches, including quantitative surveys, structural equation modelling (SEM), experimental designs, qualitative phenomenology, mixed methods, and randomized controlled trials (RCTs). Meanwhile, the literature review articles synthesized previous findings on telework, work from home, and the management of remote workers' performance.

The included studies covered various geographical contexts, including Indonesia, Poland, South Africa, China, ASEAN, and multinational settings. Performance measurement also varied, encompassing productivity, work outcomes, performance appraisal, and turnover, as well as employees' and managers' perceptions and experiences. In addition to performance outcomes, several studies examined managerial practices such as goal setting, digital monitoring, feedback, communication, autonomy, and organizational support.

Based on the characteristics and findings of the included studies, the results were organized into five synthesis themes: (1) goal setting and performance targets; (2) performance monitoring and digital accountability; (3) performance feedback and communication; (4) work flexibility and determinants of employee performance; and (5) managerial support and the digital work environment. Detailed information on each article, including its research design, sample or unit of analysis, work arrangement, main findings, and contribution to the synthesis themes, is presented in Table 2.

Table 2 . Characteristics, Findings, and Quality Assessment of 14 Articles

Tabel 2. Karakteristik, Temuan, dan Penilaian Kualitas 14 Artikel

No.	Penulis dan tahun	Jenis dan desain penelitian	Negara / konteks	Pengaturan kerja	Sampel / sumber penelusuran	Praktik / indikator	Temuan utama	Instrumen penilaian	Hasil penilaian kualitas	Keterbatasan / catatan appraisal	Tema
1	**Anakpo et al. (2023)**	Review sistematis	Multinegara; berbagai pekerjaan	Work from home (WFH)	26 artikel; Scopus	Produktivitas dan kinerja; karakteristik pekerjaan dan lingkungan rumah.	Hasil WFH bervariasi menurut pekerjaan, organisasi dan lingkungan rumah.	JBI Systematic Reviews (11 butir)	Yes 8; No 0; Unclear 3; N/A 0.	Bukti sekunder; desain dan indikator beragam. Tiga kriteria appraisal belum dapat dipastikan.	T4, T5
2	**Hackney et al. (2022)**	Review sistematis	Multinegara; berbagai sektor	WFH nonwajib dan wajib saat pandemi	37 artikel; Scopus	Kinerja dan produktivitas individu serta organisasi.	WFH nonwajib cenderung lebih menguntungkan; hasil WFH wajib penuh waktu lebih beragam.	JBI Systematic Reviews (11 butir)	Yes 8; No 0; Unclear 3; N/A 0.	Heterogenitas pengaturan dan pengukuran; potensi tumpang tindih dengan review lain. Beberapa aspek metodologi belum terkonfirmasi.	T4, T5
3	**Bloom et al. (2024)**	Studi primer; randomized controlled trial (RCT)	China; Trip.com	Hybrid: dua hari WFH per minggu dibandingkan kerja penuh di kantor	1.612 karyawan; Scopus	Retensi, kepuasan, penilaian kinerja dan output kode.	Retensi dan kepuasan membaik tanpa penurunan terdeteksi pada indikator kinerja yang diuji.	JBI RCT (13 butir)	Yes 6; No 2; Unclear 5; N/A 0.	Satu perusahaan dan satu jadwal; efek pengaturan kerja tidak memvalidasi seluruh praktik manajemen. Sebagian kriteria appraisal tidak terpenuhi atau belum jelas.	T4
4	**Mabaso & Manuel (2024)**	Studi primer; kualitatif fenomenologi	Afrika Selatan; perbankan	Remote dan hybrid	18 peserta (8 manajer dan 10 karyawan); Scopus	Komunikasi, target, deliverables, kepercayaan dan kesejahteraan.	Peserta menggambarkan diskusi berkelanjutan, target yang jelas dan sesi individu atau tim sebagai praktik yang relevan.	JBI Qualitative (10 butir)	Yes 6; No 0; Unclear 4; N/A 0.	Sampel kecil dan konteks tertentu; tidak menguji efektivitas kausal. Beberapa aspek penelitian perlu diverifikasi.	T1, T2, T3, T5
5	**Mabaso (2026)**	Studi primer; kualitatif fenomenologi	Afrika Selatan; satu institusi perbankan	Remote dan hybrid	21 peserta; Google Scholar	Otonomi, akuntabilitas, feedback, kepercayaan dan monitoring.	Peserta menekankan fleksibilitas dan feedback serta melaporkan isolasi, technostress dan ketimpangan sumber daya.	JBI Qualitative (10 butir)	Yes 7; No 0; Unclear 3; N/A 0.	Sampling purposif dan satu institusi membatasi generalisasi dan inferensi kausal.	T2, T3, T4, T5
6	**Wang et al. (2025)**	Studi primer; mixed methods: survei/SEM dan wawancara	China; usaha kecil dan menengah teknologi tinggi di Beijing	Telecommuting, hybrid dan remote penuh	400 responden dan 10 ahli; Google Scholar	Target/KPI, koordinasi, monitoring, sistem kinerja dan kepuasan.	Koordinasi berasosiasi positif dengan sistem kinerja; wawancara menjelaskan hambatan komunikasi dan supervisi.	MMAT 2018: komponen kualitatif, kuantitatif non-randomized dan mixed methods	Kualitatif: 3 Yes, 2 Can't tell; kuantitatif: 1 Yes, 4 Can't tell; mixed methods: 2 Yes, 3 Can't tell. Screening dicatat terpisah.	Observasional; integrasi, jejak analisis kualitatif, data hilang dan perancu dilaporkan terbatas. Tidak dihitung skor gabungan.	T1, T2, T3, T4, T5
7	**Veithzal (2023)**	Studi primer; survei observasional	Indonesia; konteks responden kurang rinci	Remote pascapandemi; intensitas tidak dirinci	133 responden; Google Scholar	Remote work, transformasi digital dan persepsi kinerja layanan bisnis.	Remote work berasosiasi dengan outcome ($p = 0{,}001$); transformasi digital tidak signifikan ($p = 0{,}622$).	JBI Analytical Cross-sectional (8 butir)	Yes 1; No 0; Unclear 7; N/A 0.	Pelaporan outcome, koefisien dan metode tidak konsisten; $R^2 = 0{,}118$ dan terdapat masalah kecocokan model.	T2, T4, T5
8	**Bravo-Duarte et al. (2025)**	Review sistematis	Multinegara; teleworker dan tim virtual	Telework, termasuk hybrid	37 studi: 22 kuantitatif dan 15 kualitatif; Google Scholar	Komunikasi digital, pengelolaan tujuan, dukungan, pemberdayaan dan kinerja individu/tim.	Kompetensi untuk mengurangi jarak operasional dan sosial dikaitkan dengan kinerja tugas pada studi yang ditelaah.	JBI Systematic Reviews (11 butir)	Yes 8; No 0; Unclear 3; N/A 0.	Bukti sekunder dengan potensi tumpang tindih; keterbatasan bukti longitudinal.	T1, T3, T5
9	**Curzi et al. (2026)**	Studi primer; survei kuantitatif cross-sectional, regresi OLS	Italia; karyawan perusahaan swasta besar dan multinasional	Remote work dengan variasi intensitas kerja jarak jauh	647 karyawan; 1.052 disurvei; Scopus	Praktik performance management: penilaian berbasis hasil dan kompetensi, keterlibatan dalam penetapan tujuan, feedback berkelanjutan, serta orientasi kompensasi dan pengembangan.	Penilaian berbasis hasil dan kompetensi serta feedback berkelanjutan mendukung innovative work behaviour; pengaruh beberapa praktik lain melemah pada kerja remote.	JBI Analytical Cross-sectional (8 butir)	Yes 6; No 0; Unclear 2; N/A 0.	Convenience sampling, kuesioner mandiri, dan desain cross-sectional membatasi generalisasi serta kesimpulan sebab-akibat. Kriteria inklusi dan validitas/reliabilitas seluruh ukuran PM belum dijelaskan lengkap.	T1, T2, T3, T4, T5
10	**Sunarto et al. (2025)**	Studi primer; survei potong lintang, PLS-SEM	Indonesia; jasa dan manufaktur	Hybrid minimal enam bulan	150 karyawan; Google Scholar	Pelatihan virtual, otonomi, engagement, budaya inovasi, well-being dan kinerja self-report.	Budaya inovasi berasosiasi negatif signifikan ($\beta = -0{,}204$; $p = 0{,}009$); prediktor lain tidak signifikan secara langsung dalam model.	JBI Analytical Cross-sectional (8 butir)	Yes 5; No 0; Unclear 3; N/A 0.	Hasil tidak signifikan bukan bukti tiada manfaat; $R^2 = 0{,}065$, data self-report dan terdapat inkonsistensi byline/tanggal.	T4, T5
11	**Mutiganda et al. (2022)**	Review sistematis	Multinegara; berbagai sektor	Telework; intensitas dan sifat sukarela beragam	43 artikel; Scopus	Kinerja dan produktivitas organisasi, turnover aktual dan niat keluar.	Hasil bervariasi menurut ukuran kinerja; telework sukarela dikaitkan dengan turnover atau niat keluar yang lebih rendah.	JBI Systematic Reviews (11 butir)	Yes 8; No 0; Unclear 3; N/A 0.	Bukti sekunder; hasil self-report dan objektif berbeda serta konteks beragam.	T4, T5
12	**Allen et al. (2026)**	Review naratif/integratif	Literatur lintas negara dan konteks	Remote sebagai payung hybrid dan remote penuh	Literatur penelitian; jumlah korpus sistematis tetap tidak dilaporkan; Scopus	Kinerja objektif, penilaian supervisor, inovasi/kreativitas dan kondisi batas.	Sintesis membedakan desain dan indikator serta menunjukkan pentingnya tugas, koordinasi dan konteks.	SANRA (6 butir; skor 0–2 per butir)	10/12; butir deskripsi pencarian literatur mendapat skor 0.	Strategi pencarian tidak dirinci dan terdapat potensi tumpang tindih. Tahun mengikuti publikasi daring awal.	T2, T3, T4, T5
13	**Pandjaitan et al. (2025)**	Studi primer; survei potong lintang, path analysis/SmartPLS	ASEAN; jasa, terutama responden manajerial	Hybrid	500 kuesioner; 385 respons (77%); Scopus	Hybrid, readiness for change dan sustainable performance management.	Penulis melaporkan hubungan positif langsung dan tidak langsung; interpretasi dibatasi masalah pelaporan konstruk.	JBI Analytical Cross-sectional (8 butir)	Yes 1; No 0; Unclear 7; N/A 0.	Tabel dan narasi memuat label konstruk berbeda: Credibility, Brand Image dan Purchase Decision. Analisis dinilai Unclear.	T4, T5
14	**Grzesiak & Ulrych (2025)**	Studi primer; survei CAWI, SEM dan analisis multikelompok	Polandia; pengalaman kerja remote	Hybrid/remote dalam dua tahun terakhir	1.000 responden; Scopus	Dukungan manajemen, digital workplace dan persepsi kinerja; mediasi dan moderasi.	Digital workplace memediasi sebagian hubungan dukungan manajemen–kinerja; pola bervariasi antarkelompok.	JBI Analytical Cross-sectional (8 butir)	Yes 5; No 0; Unclear 3; N/A 0.	Observasional, self-report dan sampel tidak representatif secara statistik. Moderator tidak otomatis berarti kontrol perancu.	T4, T5

The unit of synthesis was the individual included article, comprising nine primary empirical studies and five literature reviews. Primary empirical studies were used as the main evidence for the five thematic findings, while literature reviews were discussed separately to provide broader context. Findings from review articles were not combined with primary study results or counted as independent empirical observations. Since the primary studies included in the reviews were not systematically cross-mapped, potential overlap was acknowledged as a limitation. Therefore, agreement across primary studies and reviews was not interpreted as independent confirmation or stronger evidence.

Veithzal, (2023) examined the relationships between digital transformation, remote work, and business service performance in Indonesia using a quantitative study of 133 respondents. Performance was measured through perceived work quality, productivity, discipline, efficiency, and supervision. The results showed that remote work was positively associated with business service performance ($t = 3.476$, $p = 0.001$), whereas digital transformation was not statistically significant ($t = 0.493$, $p = 0.622$). However, interpretation is limited by inconsistent path coefficient reporting, low explanatory power ($R^2 = 0.118$), and model fit indices that did not consistently meet the stated criteria (NFI = 0.678; rms Theta = 0.203). Therefore, the findings provide limited evidence of an association between remote work and perceived performance, rather than a causal effect. The non-significant result for digital transformation also does not establish that it has no practical value.

The five themes reflect interconnected performance management practices, although the strength of

evidence varies across studies. Qualitative and mixed-methods findings from Mabaso and Manuel, (2024) and Wang et al., (2025) describe the importance of clear performance expectations and managerial practices, rather than establishing causal effects. Grzesiak & Ulrych (2025) reported significant associations between management support, the digital workplace, and employee performance, although their observational design limits causal interpretation. Meanwhile, Bloom et al. (2024), through a randomized controlled trial, found that hybrid working arrangements improved employee satisfaction and retention without reducing the selected performance indicators. These findings support the relevance of flexible work arrangements while showing that improvements in employee satisfaction and retention do not necessarily result in measurable increases in work performance.

Digital technologies support performance monitoring, collaboration, and feedback in distributed workplaces. Wang et al., (2025) identified digital tracking and structured feedback as managerial practices, while Grzesiak and Ulrych (2025) found a significant relationship between the digital workplace and employee performance. These findings emphasize the importance of ongoing communication in remote performance management, although the adoption of digital technologies alone cannot be assumed to improve employee performance.

Performance feedback extends the discussion of communication by addressing how employees receive and respond to performance information. Mabaso and Manuel (2024), based on qualitative interviews with 18 participants, identified regular individual discussions and continuous feedback as practices for reviewing work deliverables and addressing performance difficulties. Complementing this, Curzi et al., (2026), using survey data from 647 employees in Italy, found that continuous feedback was positively associated with innovative work behaviour among employees working remotely to a greater extent ($\beta = 0.196$, $p \leq 0.05$), whereas the relationship was not statistically significant among employees with little or no remote work ($\beta = -0.112$, $p > 0.10$). Together, these findings highlight the relevance of consistent feedback and communication in remote work settings, although the studies examined different outcomes and employed different research designs.

The implementation of performance management in hybrid and virtual workplaces remains constrained by communication, supervision, and work-life boundary challenges. Wang et al. (2025) reported communication barriers and supervision difficulties through their qualitative findings. Similarly Mabaso and Manuel (2024) identified continuous discussions, clear targets, and individual or team sessions as relevant performance management practices. Mabaso (2026) also highlighted employee isolation, technostress, and unequal access to digital resources in the South African banking context. In the ASEAN service sector, Pandjaitan et al., (2025) examined hybrid work, readiness for change, and sustainable performance management, although inconsistencies in construct reporting limit the interpretation of their findings. These findings indicate that performance management challenges are shaped by organizational and technological conditions and should not be assumed to affect all employees or workplaces in the same way.

Meanwhile, Curzi et al. (2026)found that result-based and new-competence-based performance appraisal were positively associated with innovative work behaviour, regardless of remote-work intensity. However, the relationship between employee involvement in goal setting and innovative work behaviour was not statistically significant among employees working remotely to a greater extent. These findings suggest that the relevance of specific performance management practices may vary according to the extent of remote work.

Sunarto et al., (2025), using a cross-sectional survey of 150 hybrid employees in Indonesia, found no significant direct relationships between employee performance and virtual training ($\beta = -0.029$, $p = 0.774$), job autonomy ($\beta = 0.071$, $p = 0.473$), employee engagement ($\beta = -0.077$, $p = 0.508$), or work well-being ($\beta = 0.120$, $p = 0.360$). In contrast, innovation culture showed a significant negative association with performance ($\beta = -0.204$, $p = 0.009$). However, the model explained only 6.5% of performance variance ($R^2 = 0.065$), with negligible to small predictor effect sizes ($f^2 = 0.002–0.046$). These non-significant findings do not demonstrate that the factors are ineffective; they indicate insufficient evidence of direct relationships within the tested model. The cross-sectional design and self-reported data also limit causal interpretation. Therefore, the results should be interpreted cautiously rather than as evidence that these factors have no practical value.

The relationships identified across the included empirical studies should be interpreted according to the analytical mechanisms actually examined. Sunarto et al. (2025) tested direct relationships between work-related factors and employee performance but did not establish indirect or moderating effects. In contrast, Grzesiak and Ulrych (2025) examined the mediating role of the digital workplace and the moderating roles of diversity factors. Their findings showed partial mediation in the overall model, while the influence of organizational diversity factors was greater than that of primary and secondary diversity factors. Bloom et al. (2024) provided intervention-based evidence through a randomized controlled trial, examining the effects of hybrid work arrangements on selected employee outcomes rather than mediation or moderation. These findings represent distinct forms of evidence: direct associations, indirect relationships, moderating conditions, and intervention effects. They should therefore not be treated as interchangeable or assumed to establish mechanisms that were not directly tested.

The five literature reviews provided broader contextual perspectives on performance management in distributed work settings. Anakpo et al. (2023), Hackney et al. (2022), and Mutiganda et al. (2022) discussed work-from-home and telework arrangements in relation to employee productivity, performance, and organizational outcomes. Bravo-Duarte et al. (2025) examined leadership competencies for managing teleworkers, whereas Allen et al., (2026) provided a broader review of remote work performance and its contextual conditions. These reviews complement the empirical studies by providing wider perspectives on distributed work. However, they are treated as secondary evidence rather than independent empirical observations because their underlying primary studies may overlap. The findings from these reviews are therefore used to contextualize the thematic synthesis, not to increase the apparent number or strength of empirical findings.

The main conceptual contribution of this review is the integration of five interrelated dimensions of performance management in hybrid and virtual workplaces: goal setting, performance monitoring, feedback and communication, work flexibility, and managerial support within the digital work environment. These dimensions are viewed as interconnected organizational processes in which goal setting establishes direction, monitoring tracks progress, feedback supports adjustment, flexibility shapes task execution, and managerial support and digital resources facilitate coordination and accountability.

The findings suggest several managerial implications. Managers should establish measurable performance targets and conduct regular reviews, use transparent outcome- based monitoring while maintaining employee trust, and combine digital feedback with human interaction. Flexible work arrangements should also reflect task requirements and

organizational conditions supported by adequate digital infrastructure, communication, and employee autonomy.

However, these implications should be adapted to organizational contexts rather than considered universally effective interventions. Given the diversity of research designs and performance measures, the proposed practices represent evidence-informed managerial directions, not experimentally validated combined interventions. Future research should examine how the five dimensions interact over time and influence individual, team, and organizational performance.

The included studies employed different research designs and provided varying levels of evidence. Bloom et al. (2024) used a randomized controlled trial involving 1,612 employees to examine the effects of hybrid work on satisfaction, retention, and selected performance indicators. Cross-sectional studies identified statistical relationships between work-related factors and employee outcomes but could not establish causality. Qualitative studies, including those by Mabaso and Manuel (2024) and Mabaso, (2026), provided contextual insights into managerial practices and employee experiences. Meanwhile, the five literature reviews were treated as secondary evidence providing broader contextual perspectives rather than independent empirical observations. Their findings are discussed separately to avoid counting potentially overlapping primary studies as additional empirical evidence. Therefore, the synthesis emphasizes recurring thematic patterns while considering differences in research design and avoiding the interpretation of repeated findings across primary studies and reviews as independent confirmation.

The findings of Sunarto et al. (2025) require cautious interpretation due to the study's limited explanatory power and analytical limitations. Based on a cross-sectional survey of 150 hybrid employees in Indonesia, the study found that only innovation culture had a significant negative relationship with employee performance ($\beta = -0.204$; $p = 0.009$), while the other tested variables were not statistically significant. The model explained only 6.5% of the variance in employee performance ($R^2 = 0.065$), with predictor effect sizes ranging from negligible to small ($f^2 = 0.002–0.046$). These limitations indicate that the findings should be interpreted cautiously and do not establish the absence of practical relationships. Furthermore, the cross-sectional design does not establish causal relationships, and the indirect or contextual mechanisms discussed by the authors should not be interpreted as established effects unless directly supported by statistical testing.

Veithzal (2023), involving 133 respondents in Indonesia, reported a significant positive relationship between remote work and business service performance ($t = 3.476$; $p = 0.001$), whereas digital transformation was not statistically significant ($t = 0.493$; $p = 0.622$). However, the article contains reporting inconsistencies. Although its abstract refers to descriptive quantitative analysis using SPSS 26, the methods section also describes SEM and PLS analysis, while the results present a PLS path model. Moreover, the reported SRMR value (0.083) exceeds the stated threshold (< 0.08), despite being classified as an acceptable fit in the table. The NFI (0.678) and rms Theta (0.203) also fail to meet the stated criteria, while the R^2 value of 0.118 indicates limited explanatory power. Accordingly, the findings should be interpreted cautiously as reported statistical associations rather than definitive or causal evidence.

The operational indicators of the outcome variable are also inconsistently reported. Moreover, the SRMR (0.083), NFI (0.678), and rms Theta (0.203) values did not meet the reported criteria, while the R^2 value of 0.118 indicates limited explanatory power. Accordingly, both studies are retained as contextual evidence but are assigned limited interpretive weight. Their findings are treated as

reported statistical relationships rather than definitive or causal evidence regarding performance management in hybrid and virtual workplaces.

Allen et al. (2026) was retained as one of the 14 articles included in this review, with its methodological appraisal documented in the study appraisal summary table. It was classified as one of the five literature reviews and used to contextualize the thematic synthesis, particularly the distinctions between objective performance, supervisor ratings, innovation, creativity, and the contextual conditions of remote work. Consistent with the synthesis approach, its findings were discussed separately from those of the nine primary empirical studies and were not counted as additional independent empirical observations. Because overlap among the primary studies covered by the reviews was not systematically mapped, agreement across these sources was not interpreted as independent confirmation or stronger evidence. This treatment maintains the distinction between management practices, employee responses, and measured outcomes while acknowledging the contextual and methodological limits of the evidence.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. This systematic literature review identified five recurring dimensions of performance management in hybrid and virtual workplaces: goal setting and performance targets, performance monitoring and digital accountability, performance feedback and communication, work flexibility and determinants of employee performance, and managerial support and the digital work environment. These dimensions represent practices and contextual factors frequently discussed in the literature. However, the available evidence does not establish that combining these dimensions consistently improves employee performance.
2. Employee performance outcomes vary according to job characteristics, work arrangements, organizational conditions, and the performance indicators used. Digital technologies may support monitoring, coordination, and feedback, but their adoption alone does not demonstrate improvements in actual employee performance. Therefore, the reviewed evidence does not establish a universally effective performance management model applicable to all hybrid and virtual workplaces.
3. These conclusions should be interpreted in light of limitations in both the included studies and the review process. The search was restricted to Scopus and Google Scholar, publications from 2022 to 2026, and articles published in English and Indonesian. Although methodological appraisal was conducted by four reviewers using design appropriate appraisal instruments, the appraisal results were not used to exclude studies or assign numerical weights. In addition, potential overlap between primary studies and included literature reviews was not systematically cross-mapped. These limitations, together with methodological heterogeneity and differences in outcome measurement, constrain the strength and generalizability of the findings

Suggestions

1. Goal setting and performance targets. Human resource managers and direct supervisors should establish clear, measurable, and role-specific performance targets for employees working in hybrid and virtual arrangements. Evaluation should consider target clarity, alignment with job responsibilities, and the extent of target achievement.
2. Performance monitoring and digital accountability. Organizations should implement transparent, outcome oriented monitoring practices rather

than relying primarily on employees' online presence or working hours. Evaluation should consider task completion, reporting consistency, perceived fairness, and employee autonomy.

3. Performance feedback and communication. Supervisors should provide regular, constructive, and timely feedback through communication channels suited to employees' work arrangements. Its implementation can be evaluated through feedback frequency, perceived usefulness, clarity, and opportunities for employees to discuss performance challenges.
4. Work flexibility and managerial support. Organizations should adjust work arrangements and managerial support according to job requirements and operational conditions. Evaluation should consider work quality, target achievement, coordination effectiveness, and employee well being.
5. Digital technology and organizational evaluation. Organizations should select digital tools based on actual coordination, monitoring, and communication needs. Because the available evidence does not establish that technology adoption alone improves performance, organizations should conduct pilot implementations before wider adoption and evaluate usability, communication efficiency, feedback quality, and relevant performance outcomes.
6. Future research. Further studies should employ longitudinal and intervention-based designs to examine changes in employee performance over time and assess the effects of specific management practices. Future research should also compare hybrid and fully virtual arrangements using consistent definitions, consider different levels of remote work intensity, and combine objective performance indicators with supervisor and employee assessments to provide a more comprehensive understanding.

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