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## Hybrid Work in International Business: Challenges and Opportunities in light of Dual Factor Theory

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### Abstract

There is a growing global trend to adopt hybrid work in international business. The use of this type of business flourished during Covid-19, and many international companies are still adopting this type of business even after the end of this pandemic due to its many advantages. However, there are still many thorny issues that hinder the use of hybrid work in international business. This study aims to increase the in-depth knowledge of analyzing the opportunities and challenges resulting from the use of hybrid work in the context of international business. This paper relies on the qualitative methodology through an in-depth analysis of the content of previous literature starting from 2020 to 2023. The research problem lies in highlighting the incentives and disincentives in the field of international business that applies the hybrid business model in the light of the Dual Factor Theory. The study concluded that the hybrid business model provides many opportunities for employers and employees, including opportunities such as; the growth of international business across borders, ensuring business continuity in light of crises, flexibility that includes employment flexibility, flexibility of time and space to perform work, and finally increasing the satisfaction and job well-being of workers due to the flexibility that Provided by the hybrid work of the workers. On the other hand, there are still many factors that hinder the expansion of the use of hybrid work, including the difficulty of communication and international cooperation, cultural and organizational challenges, technological challenges, and the difficulty of balancing life and work. This study contributes to the structure of knowledge by providing a comprehensive understanding of the opportunities and challenges facing hybrid work in order to promote international trade. These results are particularly noteworthy because the current study explores in depth the use of hybrid work.

**Keywords:** Hybrid Work, International Business, Challenges, Opportunities, Dual Factor Theory (DFT)

## Introduction

In light of the rapid developments in the world of international business, organizations face multiple challenges in order to survive and thrive in a changing competitive environment. Among the recent trends in international business, hybrid business stands out as an innovative model that combines tradition and innovation to achieve competitive advantage (Harunavamwe & Kanengoni, 2023). Hybrid work is to provide a balance between the traditional elements of business and digital and technological transformation, allowing organizations to take advantage of opportunities for growth, expansion and opening new horizons in the global market.

Statistics show a growing use of virtual and hybrid work in the international workplaces. In a recent study, employees were asked how they would like to spend their time in fall 2020: They were given three options: 100% in the office, 100% at home, and 50:50, most of the time in the office or most of the time in a home, the study found that most of the answers preferred the hybrid option (Summerfield, 2022). Furthermore, a Gallup survey of more than 12,000 US workers conducted in February 2022 found that 40% of workers presently operate in either a hybrid workplace or remote work. However, approximately 70% of those surveyed claim they would choose to have a hybrid or entirely remote workplace. Moreover, according to a Qualtrics Research report, two-thirds of employees in the UK work in a hybrid workplace (Benedic, 2023). Another study indicated that these days, 82% of organizations use a flexible hybrid working model (Gopalan, 2022). It can be concluded that the hybrid work model has become a reality in the international workplace and the trend is constantly increasing.

It seems that the trend to work with the hybrid method has become more acceptable after the Covid-19 in 2020. Hybrid work has become a feature of the era after Covid-19 (Nenonen & Sankari, 2022; Aoyama & Silva, 2023; Oygür et al., 2022; Petani & Mengis, 2021; Surma et al., 2021; Hopkins & Bardoel, 2023; Borg & O'Sullivan, 2021). For instance, according to a McKinsey survey conducted in early 2021, it stated that in a post-pandemic world, 20% to 25% of workers in industrialized nations could work remotely (Hirsch, 2021; Naqshbandi et al., 2023). There seems to be a subset of employees that are not prepared to resume their regular pre-pandemic employment (Wang et al., 2023; John et al., 2023). According to a survey done in April 2021, only 10% of workers in the US said they would like to go back to working in an office full-time (Hirsch, 2021). After COVID-19, most employees would rather not come into the office each day, 55% of workers in the US, according to another survey by Bloom (2020), want a mix of office and home work. Moreover, only 50% of the workforce in India according to a NASSCOM (2021) survey, would wish to go back to work in office (Verma et al., 2023). Previous studies indicate that employees in general tend to adopt hybrid work after trying it during the Covid-19 period, due to its benefits and opportunities for employees. However, there are still many challenges and obstacles that may prevent employers from building a hybrid work method, as will be explained in this article.

This article aims to explore the challenges and opportunities related to hybrid work in international business. The study will focus on analyzing the potential challenges, weaknesses, and threats as well as opportunities and benefits that organizations face while embracing hybrid work. The challenges that arise from the integration of hybrid work into the structures and cultures of international organizations will be highlighted, including issues of leadership, organization and effective communication. We will also discuss about the legal and financial challenges that companies can face while implementing hybrid business strategies. Conversely, we will explore the opportunities that result from adopting hybrid work, including improving efficiency, expanding the scope of work, and achieving competitive

advantage. The current study will explore in depth how organizations can take advantage of digital transformation and modern technologies to enhance their performance and expand their scope of work at the international level. Finally, the Dual Factor Theory and its role in explaining the adoption of hybrid work in international business will be discussed.

The research problem is formulated as follows: How can the challenges and opportunities be balanced in adopting hybrid work in international business in light of Dual Factor Theory? The research problem lies in analyzing the challenges that companies face when implementing hybrid work in the context of international business, in addition to exploring the opportunities that hybrid work can provide in this context.

The main research question revolves around revealing the challenges and opportunities for global companies embracing hybrid work according to Dual Factor Theory (DFT): this question can be divided into three sub-questions:

- What are the challenges companies face in embracing hybrid work in an international context?
- What are the opportunities available to companies by embracing hybrid work in the international context?
- How can the challenges and opportunities (facilitators and inhibitors) explain the trend of adopting hybrid work according to the Dual Factor Theory (DFT)?

This article relied on the qualitative research methodology by analyzing the content of previous studies related to hybrid work in international business. This is done through a comprehensive and critical review of the published literature and previous research in this field after 2020, the year in which a major shift towards digital and hybrid businesses took place. This analysis aims to identify the conclusions and results reached in previous studies, as well as to identify gaps and challenges that still require further research.

This article contributes to providing an integrated summary of current knowledge in hybrid work in international business. Given the in-depth analysis of previous research, the article can contribute to identifying gaps in current research and identifying areas that need more focus and research. Thus, the article can form the basis for researchers and academics to move towards future investigations and advanced research in the field of hybrid work in international business. By analyzing previous studies and reviewing the available literature, the potential scholarly contribution of this article is to provide a comprehensive and in-depth view of the challenges and opportunities associated with the adoption of hybrid work in international business.

Furthermore, the article can contribute to the development of concepts and theoretical models related to hybrid work in the international context. The article can provide a strong theoretical framework that helps understand the different challenges companies and organizations face when embracing hybrid work, and provides tips and recommendations for dealing with these challenges and exploiting the available opportunities. In general, the article aims to enrich the available knowledge about hybrid work in international business and provide valuable guidance to companies, managers, and researchers in the field of international business to balance the challenges and opportunities in this evolving and ever-changing field.

### **Literature Review**

There are different definitions of hybrid work, but they share common characteristics in some respects (Surma et al., 2021). Hybrid work in the context of international business refers to a work arrangement that combines traditional office work with remote work or telecommuting

using technology (Benedic, 2023; Aoyama & Silva, 2023; Moglia et al., 2021; Smite et al., 2023; Smite et al., 2023; Neumann et al., 2022). Other researchers point out that, hybrid working model is a model that combines remote working from home and in-person working from an office cubicle (Sampat et al., 2022; Khatri et al., 2023; Valdez et al., 2023; Rahaman et al., 2020; Oygür et al., 2022). Hybrid work allows employees the flexibility to work from anywhere, whether it's in the office, at home, or another location, using communication tools and remote collaboration technologies. According to Naqshbandi et al. 2023 "A hybrid workplace refers to working arrangements combining traditional on-site office settings and remote working". Although the phrase "hybrid workplace" may seem new, it has evolved from older words that were previously in use. In the past, words such as telework, remote work, and flexible work have been used to refer to hybrid work. Accordingly, research into hybrid workplaces has been a priority for scientists since the 1960s and 1970s (Oppong Pehrah, 2023).

In international business, hybrid work becomes particularly relevant due to the need to bridge cultural and managerial challenges across borders. It enables organizations to leverage technology and virtual collaboration tools to overcome time zone differences, facilitate cross-border communication, and engage diverse teams. According to a study by Christos Makridis and three Harvard Business School academics of employees at a sizable Bangladeshi company, it found that Hybrid offices are just as effective as traditional ones and more productive than working entirely remotely (Hirsch, 2023). Overall, the shift from traditional work to virtual work to hybrid work in international business reflects a transition towards greater flexibility, enhanced collaboration, and the utilization of digital tools to overcome geographic barriers and maximize productivity. Here's the table that illustrates the differences between traditional work, virtual work, and hybrid work based on several criteria:

Table 1

*Differences Between Traditional, Virtual, and Hybrid Workplaces*

<b>Criteria</b>	<b>Traditional Work</b>	<b>Virtual Work</b>	<b>Hybrid Work</b>
<b>Location</b>	In-office	Remote	Variable
<b>Communication</b>	Physical	Virtual	Virtual and in-person
<b>Time</b>	Fixed	Flexible	Flexible
<b>Collaboration</b>	In-office	Remote	Virtual and in-person
<b>Communication</b>	Face-to-face	Virtual	Virtual and face-to-face
<b>Tools &amp; Technologies</b>	Limited	Online	Online and office tools
<b>Work-life Balance</b>	Challenging	Flexible	Dependent on personal organization
<b>Geographic Diversity</b>	Limited	Unlimited	Unlimited
<b>Travel Costs</b>	Present	Eliminated	As needed
<b>Sustainability</b>	Weak	Strong	Strong

Source: Developed by researchers

In international business, there are significant variations between traditional, virtual, and hybrid workplaces. Through the previous (table-1), the differences between the three

business models can be analyzed according to different criteria as follows; traditional work refers to the conventional model where employees work in a physical office environment. In this setting, communication and collaboration primarily occur face-to-face, limiting the geographic diversity of teams. The location is fixed, and employees typically follow a set schedule. Tools and technologies used may be limited, and work-life balance can be challenging due to the rigid structure. Virtual work, on the other hand, involves employees working remotely, usually from their homes or other off-site locations. Communication and collaboration are predominantly conducted through virtual means, such as video calls, instant messaging, and online collaboration tools. This allows for greater geographic diversity, as teams can be formed across different locations. Virtual work offers flexibility in terms of time and location, enabling individuals to manage their work-life balance more effectively. Hybrid work combines elements of both traditional and virtual work (Iqbal et al., 2021). It allows employees to have the flexibility to work both in the office and remotely, depending on their needs and the nature of their tasks. Communication and collaboration in hybrid work can take place through a combination of face-to-face interactions and virtual tools. This model provides the advantages of in-person collaboration and fosters a sense of team unity while also offering the benefits of remote work, such as increased flexibility and access to global talent.

The transition to hybrid work is one of the recent trends in the workplace. The adoption of the new work style by companies and organizations can be explained based on the Dual Factor Theory, which explains employee behavior and satisfaction based on motivating factors and inhibition factors. Therefore, this research was divided into three main parts; which is the first part that deals with the factors of inhibition, which are the challenges that result from adopting hybrid work at work. The second part relates to incentive factors, which are the opportunities offered by the adoption of hybrid work at work, and the third part explains in depth how factors of inhibition and stimulus factors can explain the trend towards adopting hybrid work in international business under of the Dual factor Theory.

- **Hybrid Work Challenges**

- 1. *Balancing Communication and Collaboration in International Hybrid Work***

The challenge facing the international work in this context is to achieve a balance between communication and cooperation in the international hybrid work. With the spread of remote work and the adoption of the hybrid mode in many global organizations, effective communication and smooth collaboration is one of the main challenges.

In a hybrid work, communication is more difficult when working in hybrid work teams than when working face-to-face. When teams are separated, communication routes are less rich since it is more mediated, which might lead to more misinterpretations. Communication can also be less fluid since it is frequently limited to official channels, therefore the flow is less consistent (Benedic, 2023). It might be difficult to promote engagement and a beneficial exchange of ideas and expertise between scattered teams and to forge strong links and relationships between them. Project execution efficiency and group goal achievement may be impacted by this (Hirsch, 2023). There is a lot of room for miscommunication or misunderstanding in a mixed workplace. Even seasoned remote workers find it challenging to communicate in a remote setting. It's likely that new hires won't feel comfortable asking questions in a professional atmosphere since they will be too scared or bashful to do so (Gopalan, 2022).

In addition, hybrid work may face challenges related to collaboration and teamwork. Collaboration and teamwork may be difficult for hybrid work. It can be challenging to build strong bonds and relationships between dispersed teams and to foster interaction and a fruitful exchange of ideas and knowledge. This can affect the effective implementation of projects and the joint achievement of goals. Therefore, employers will need to find ways to get over their lingering doubts about the productivity of workers whose job is not visible, as evidenced by a June 2022 Gallup survey that found 60% of workers want a long-term hybrid workplace (Hirsch, 2023). Other studies confirmed that, in hybrid work, the absence of teamwork is another difficulty. There are fewer opportunities to develop a professional and personal relationship with the team when working remotely. Communicating and working together on group projects and tasks over video chats is difficult, especially for a new employee who is nearing readiness (Gopalan, 2022). The lack of constant, unbroken proximity in hybrid workspaces diminishes natural ties, making it more difficult to maintain relationships and corporate culture (Benedic, 2023).

Therefore, the main challenge is balancing communication and collaboration in hybrid work is crucial to ensuring the success of organizations in the changing international business environment. Hybrid work requires effective strategies to enhance interpersonal communication and build trust between teams spread across geographic boundaries. In addition, the challenge requires the search for tools and technologies that enhance team collaboration, such as online collaboration platforms, shared applications, and teamwork technologies.

## ***2. Cultural and Managerial Challenges in International Hybrid Work***

The challenge in this context is the cultural and managerial challenges in international hybrid work. With the expansion of hybrid work globally, challenges arise in terms of interacting across different cultures and managing geographically dispersed teams.

From a cultural perspective, employees may face difficulties in understanding different cultural expectations and adopting appropriate communication styles in the hybrid work environment. Understanding cultural variations and fostering mutual respect among diverse cultures presents a challenge that requires awareness and ongoing training. One of the distinctive ideals and fundamental principles to which each organisation aspires is the instillation of a corporate culture (Oppong Pephrah, 2023). Understanding an organization's culture is crucial and can be accomplished through water cooler chats and observation of employees going about their everyday tasks (Gopalan, 2022). From a cultural standpoint, workers could find it challenging to adapt suitable communication techniques in a workplace with diverse cultural norms. The problem of comprehending cultural variations and encouraging respect among many cultures calls for awareness and ongoing training. Establishing a corporate culture is one of the defining objectives and fundamental concepts that any organisation strives to achieve (Evans, 2022). Studies have shown that the Work from Home (WFH) work culture has caused their employees to have both mental and physical problems. These problems included a lack of interpersonal ties that led to reduced productivity, more work-family conflicts, and lower job satisfaction (Sampat et al., 2022).

From a managerial perspective, managers and leaders face challenges in managing geographically dispersed teams and ensuring effective communication and collaboration among team members (Beno, 2022). Difficulties may arise in achieving coordination, aligning efforts, and striking a balance between individual work and teamwork in the hybrid work environment. Leaders need to be more creative and forceful in hybrid work. They must now

learn how to manage their business with flexibility (Summerfield, 2022). Although employees frequently prefer this new mode of working, the adoption of hybrid work raises serious difficulties and challenges for managers. This is especially true for small businesses (those with less than 50 employees), which frequently lack resources and managerial talent as well as having inadequately formalised work procedures due to the challenges posed by the new legal environment and administrative slackness (Benedic, 2023). Leaders in a hybrid business model must create a strategy plan to organize, communicate, and promote staff learning (Rigolizzo, 2022). There is a paucity of knowledge on the relationship between organisational culture and workers' preferences for working in a hybrid model, as well as whether organisational culture promotes the facilitators or mitigates the detrimental effects of obstacles that affect employees' preferences for working in a hybrid mode (Sampat et al., 2022). Lack of understanding and satisfaction of the team's requirements can also result in leadership loss. These can be physiological (such as self-actualization), social (such as recognition or belonging), or material (such as access to documents, software, and collaboration tools). The challenge is that these demands are probably going to grow in the context of mixed work (Benedic, 2023). Keep in mind that hybrid working arrangements contribute to a parallel rise in managerial complexity; managers now have to coordinate workflows among people whose presence cannot be relied upon to occur at predetermined times in addition to the usual challenges they faced in the past (Edmondson Amy & Mortensen Mark, 2021).

Therefore, the main challenge lies in addressing the cultural and managerial challenges associated with international hybrid work, which impact communication and collaboration in organizations. Understanding these challenges and adopting effective strategies to deal with them contribute to enhancing performance and achieving success in the international hybrid work environment.

### ***3. Technology and Security Challenges in International Hybrid Work***

The challenge of technology and security in the international hybrid workplace refers to the difficulties and risks associated with the use of technology and ensuring data security in a distributed work environment.

Technological challenges arise as organizations adopt hybrid work models that rely heavily on digital tools and platforms for communication, collaboration, and workflow management. These challenges may include issues related to connectivity, compatibility of software and hardware across different locations. Additionally, organizations must address challenges related to the availability and reliability of technology infrastructure, as well as the potential limitations of certain tools for specific tasks (Harunavamwe & Kanengoni, 2023). A virtual workspace setup is needed for hybrid work. Working together with the IT department is necessary to guarantee that all devices come pre-installed with the necessary applications and tools, such as configuring work email credentials and adding them to the necessary groups, channels, and distribution lists. Paying attention to these tiny particulars will guarantee that each interaction between the new employee and the company is positive, streamlined and uncomplicated (Gopalan, 2022). The sociology department chair at the St. George's Campus of the University of Toronto, Scott Shiman, thinks Zoom calls cannot possibly match the richness and depth of face-to-face communication. He believes that not only is it challenging to establish trust at a distance, but screen-based human interactions also considerably increase the risk of potential misunderstandings that might damage confidence (Hirsch, 2021). In a study conducted in the UK, 30% experienced a decrease in their



productivity, respondents gave reasons for decreased productivity, one of them is limited software and internet connection, and limited interaction with other co-workers (Yang et al., 2023).

These Technology challenges may include issues related to the need for training employees to effectively use and adapt to various technological tools (Harunavamwe & Kanengoni, 2023). Following the COVID-19 epidemic, "virtual onboarding," or the process of onboarding distant employees, has become essential and will be a key component of HR strategy going forward. virtual onboarding involves using video conferencing, online interactive sessions, and virtual onboarding software to introduce new hires to your organization and familiarize them with their role, team, and company culture (Gopalan, 2022).

In summary, the technology and security challenges in the international hybrid workplace revolve around effectively leveraging technology while ensuring the protection and integrity of organizational data. Addressing these challenges requires implementing appropriate technological solutions, establishing robust security measures, and promoting employee awareness and adherence to cybersecurity protocols.

#### ***4. Work-Life Integration Challenges in International Hybrid Work***

The challenge of work-life integration in the hybrid international workplace refers to the difficulties individuals face in effectively balancing their work responsibilities with their personal lives when working remotely across different time zones and cultures (John et al., 2023). Navigating the virtual and hybrid work environment is linked to overusing various technological tools and adapting to new software, which manifests as technostress and work-family conflict, both of which may be harmful to work engagement due to increased job demands (Harunavamwe & Kanengoni, 2023). When employees spend the same amount of time, effort, and dedication to work and non-work tasks in a hybrid working mode, it is said that they are able to preserve work-life balance (Sampat et al., 2022). Navigating the virtual and hybrid work environment is linked to overusing various technological tools and adapting to new software, which manifests as technostress and work-family conflict, both of which may be harmful to work engagement due to increased job demands (Harunavamwe & Kanengoni, 2023).

In the hybrid work model, where individuals have the flexibility to work from different locations and at varying hours, the boundaries between work and personal life can become blurred (Naqshbandi et al., 2023; John et al., 2023). This challenge is further amplified in an international context, where employees may need to accommodate different time zones and cultural expectations. Small businesses may face difficulty in attracting staff, particularly young talent, if they are unable to implement flexible work arrangements. In fact, if hybrid work was not conceivable in the new normal, more than 70% of employees claimed they were likely to explore for alternative career options, according to a 2021 McKinsey and Company survey (Benedic, 2023). Moreover, the absence of physical boundaries between work and personal spaces can lead to challenges in maintaining work-life boundaries and avoiding burnout. Employees may struggle with setting clear boundaries, managing work-related stress, and disconnecting from work during non-working hours (Yang et al., 2023; Harunavamwe & Kanengoni, 2023).

Table 2

*Challenges of Hybrid Work in International Business*

Challenges	Frequency	Weight	Sources
<b>Balancing Communication and Collaboration</b>	3	13.6%	✓ (Gopalan, 2022) ✓ (Benedic, 2023) ✓ (Hirsch, 2023)
<b>Cultural and Managerial Challenges</b>	9	41%	✓ (Edmondson Amy & Mortensen Mark, 2021) ✓ (Rigolizzo, 2022) ✓ (Gopalan, 2022) ✓ (Evans, 2022) ✓ (Sampat et al., 2022) ✓ (Beno, 2022) ✓ (Summerfield, 2022) ✓ (Benedic, 2023) ✓ (Oppong Peprah, 2023)
<b>Technology and Security Challenges</b>	4	18%	✓ (Hirsch, 2021) ✓ (Gopalan, 2022) ✓ (Yang et al., 2023) ✓ (Harunavamwe & Kanengoni, 2023)
<b>Work-Life Integration Challenges</b>	6	27.4%	✓ (Sampat et al., 2022) ✓ (John et al., 2023) ✓ (Harunavamwe & Kanengoni, 2023) ✓ (Naqshbandi et al., 2023) ✓ (Benedic, 2023) ✓ (Yang et al., 2023)
4	22	100%	22

Source: Developed by researchers

- **Hybrid Work Opportunities**

1. **Global Growth and Expansion through Hybrid Work**

One of the significant opportunities presented by hybrid work in international business is the potential for global growth and expansion. By adopting a hybrid work model, organizations can overcome traditional barriers associated with geographic limitations and tap into new markets and opportunities worldwide.

Hybrid work enables companies to establish a physical presence in multiple locations without the need for significant investment in office spaces. By leveraging remote work capabilities and virtual collaboration tools, organizations can expand their operations to different countries or regions more easily and cost-effectively. This expansion opens up new markets, allows for localized customer support, and facilitates stronger relationships with international partners and stakeholders. According to Summerfield, 2022, implementing hybrid working has led to significant cost savings for the workplace, for instance, the board decided to use hybrid working for at least five years and saved over £300,000 annually on the lease due to the space reduction, savings (\$1.5 million) used as capital investment to open a completely new office. Moreover, there are various possible advantages. By using hybrid mode, businesses can cut expenses for things like office space, IT upkeep, travel, heating, and power

(Rahaman et al., 2020). These savings could make a difference in the viability of small enterprises in the present environment of skyrocketing energy prices (Benedic, 2023). Additionally, working in a hybrid environment has many advantages for both the employee and the organisation, including lower overhead costs, improved work-life balance, and reduced commute times. On the other hand, it is expected that hybrid work increases productivity, one research that surveyed more than 30,000 US workers predicted a 5% boost in productivity in the future, mostly due to shorter commutes (Hirsch, 2021).

It is important to note that while hybrid work offers opportunities for global growth and expansion, it also comes with challenges that need to be addressed, such as cultural integration, managerial coordination, and ensuring effective communication across borders. However, with proper planning, the benefits of global growth and expansion through hybrid work can significantly outweigh these challenges, leading to increased market reach, enhanced competitiveness, and sustainable business growth in the international arena.

## **2. Business Continuity under Crisis Circumstances**

Hybrid work promotes business continuity and resilience. By having a distributed workforce and utilizing technology for communication and collaboration, companies can mitigate risks associated with natural disasters, political instability, or other unforeseen events that may disrupt operations in a particular location. The ability to seamlessly transition between remote and in-person work ensures that business operations can continue regardless of external circumstances, providing a competitive advantage in the global market.

One of the eras when virtual work and hybrid work flourished was the Covid-19 period, and even after the official end of the Covid-19 period was declared by the World Health Organization (WHO) in April 2023, hybrid work has continued to be a practical choice for the majority of multinational corporations (Harunavamwe & Kanengoni, 2023; Opong Peprah, 2023; Radonić et al., 2021). The health crisis has increased the adoption of this trend (Benedic, 2023). After the COVID-19 disease outbreak, businesses all over the world adopted the hybrid working model as a practical solution to ensure business continuity. Many of these businesses have plans to keep implementing the hybrid working model, which allows employees to work from anywhere and at any time (flexible working; Naqshbandi et al., 2023; Beno, 2022). Following the widespread of COVID-19, the percentage of Americans who work from home only climbed from 8.2% in February 2020 to 35.2% in May 2020 (Bick et al., 2020). As a result of the epidemic, numerous companies around the world, including Google, Microsoft, Uber, etc., are reorganizing their business practices and streamlining their technical operations to create a hybrid work environment that combines remote and on-site working (Verma et al., 2023).

## **3. Flexibility in Hybrid Work**

One of the key opportunities presented by hybrid work in international business is the ability to achieve greater flexibility in the way work is conducted across borders. With hybrid work, individuals have the flexibility to choose when and where they work, allowing them to adapt their schedules to accommodate different time zones, personal commitments (Rahaman et al., 2020; John et al., 2023; Radonić et al., 2021). This flexibility is particularly beneficial in international business, where employees may need to collaborate with colleagues or attend meetings in different regions of the world (Mazzei et al., 2023). By offering the option to work remotely, hybrid models enable individuals to manage their time effectively and optimize productivity, regardless of their physical location. Employees are able to work from anywhere

without interference thanks to work flexibility. According to studies, digitization makes it possible for employees to continue working from any location with an active internet connection, allowing for work flexibility (such as working time flexibility, employment flexibility, and workplace flexibility) (Sampat et al., 2022).

In conclusion, hybrid work provides opportunities for greater flexibility in international business, benefiting both employees and organizations. By adopting hybrid models, companies can offer flexibility in work schedules and locations, scale operations efficiently, and achieve cost savings. Leveraging this flexibility can contribute to increased productivity, employee satisfaction, and overall success in the global marketplace.

#### 4. Improve Job Satisfaction and Well-Being

Hybrid work models can enhance employee well-being and job satisfaction. The flexibility to work remotely reduces commuting time and allows individuals to create a workspace that suits their preferences and needs. This can result in reduced stress, increased work-life integration, and improved overall job satisfaction and well-being (Oppong Peprah, 2023; Rahaman et al., 2020; Mazzei et al., 2023; Oleksa-Marewska & Tokar, 2022); (Mahfoodh et al., 2021; Smite et al., 2023). For international employees, the flexibility to work from their home countries or travel while continuing to contribute to the organization can also enhance their sense of connection and belonging (Hirsch, 2023). Hybrid work models provide employees with increased flexibility in managing their work schedules and locations.

Table 3

#### Hybrid Work Opportunities in International Business

Opportunities	Frequency	Weight	Sources
<b>Global Growth and Expansion</b>	4	16.7%	<ul style="list-style-type: none"> <li>✓ (Rahaman et al., 2020)</li> <li>✓ (Hirsch, 2021)</li> <li>✓ (Summerfield, 2022)</li> <li>✓ (Benedic, 2023)</li> </ul>
<b>Business Continuity under Crisis Circumstances</b>	8	33.3%	<ul style="list-style-type: none"> <li>✓ (Bick et al., 2020)</li> <li>✓ (Radonić et al., 2021)</li> <li>✓ (Beno, 2022)</li> <li>✓ (Harunavamwe &amp; Kanengoni, 2023)</li> <li>✓ (Oppong Peprah, 2023)</li> <li>✓ (Benedic, 2023)</li> <li>✓ (Naqshbandi et al., 2023)</li> <li>✓ (Verma et al., 2023)</li> </ul>
<b>Flexibility in Hybrid Work</b>	5	20.8%	<ul style="list-style-type: none"> <li>✓ (Rahaman et al., 2020)</li> <li>✓ (Radonić et al., 2021)</li> <li>✓ (Sampat et al., 2022)</li> <li>✓ (John et al., 2023)</li> <li>✓ (Mazzei et al., 2023)</li> </ul>
<b>Improve Job Satisfaction and Well-Being</b>	7	29.2%	<ul style="list-style-type: none"> <li>✓ (Rahaman et al., 2020)</li> <li>✓ (Mahfoodh et al., 2021)</li> <li>✓ (Oleksa-Marewska &amp; Tokar, 2022)</li> <li>✓ (Smite et al., 2023)</li> <li>✓ (Hirsch, 2023)</li> <li>✓ (Mazzei et al., 2023)</li> </ul>

			✓ (Oppong Peprah, 2023)
4	24	100%	24

Source: Developed by researchers

### Dual Factor Theory (DFT)

Herzberg (1966) have defined Dual Factor Theory (DFT) as “posits the influence of enablers (facilitators) and inhibitors (barriers) on an individual’s behavioral intention” (Sampat et al., 2022). Dual Factor Theory (DFT) suggests that when an individual chooses to adopt a new behavior (routine), the individual experiences two distinct sets of influences represented by facilitators and barriers (Rey-Moreno & Medina-Molina, 2020; Talwar et al., 2021). According to the dual factor theory, when confronted with a novel idea, procedure, or behaviour, people proceed to either accept or reject it by acting on two distinct sets of impulses. Different elements connected to each set of impulses have a role in enhancing or impeding receptivity to novelty adoption (Rey-Moreno & Medina-Molina, 2020).

The facilitators are the factors that may promote the adoption of new behaviour, while barriers represent the barriers that an individual experiences before adopting new behaviour (Talwar et al., 2021). Facilitators are beliefs that support or hinder the use of information systems, depending on whether they have a positive or negative impact. Inhibitors, on the other hand, are factors that discourage the use of information systems by their presence but do not necessarily support it through their absence. Both facilitators and inhibitors can be distinguished by their causes and effects (Rey-Moreno & Medina-Molina, 2020).

It can be concluded that the Dual Factor Theory (DFT) helps in understanding how employees tend to adopt new behavior based on the facilitators or inhibitors that employees may encounter in the workplace. According to Sampat et al. 2022, for the following reasons, the study used the Dual Factor Theory (DFT) to explore the motivators and deterrents in the context of employees' choice for the mixed work paradigm. First off, disregarding inhibitors may make it more difficult to comprehend the true significance of facilitators in a phenomenon. Investigating the barriers that affect employees' desire for the hybrid model can therefore yield insightful subtlety in this developing area of study. It is therefore vital to look at the distinct effects of facilitators and barriers because. Secondly, the influence of inhibitors is stronger than that of facilitators. An employee's preference for a hybrid business model may be hindered by ongoing worries about it. Therefore, it is crucial to look at how inhibitors affect a hybrid company strategy. The following figure shows the opportunities and challenges for hybrid work in light of the Dual Factor Theory. Statistics provided in previous studies proved that the motivation factors in the hybrid workplace increased compared to the inhibition factors, and this explains the tendency of employers and employees to prefer hybrid work even after the end of Covid 19.

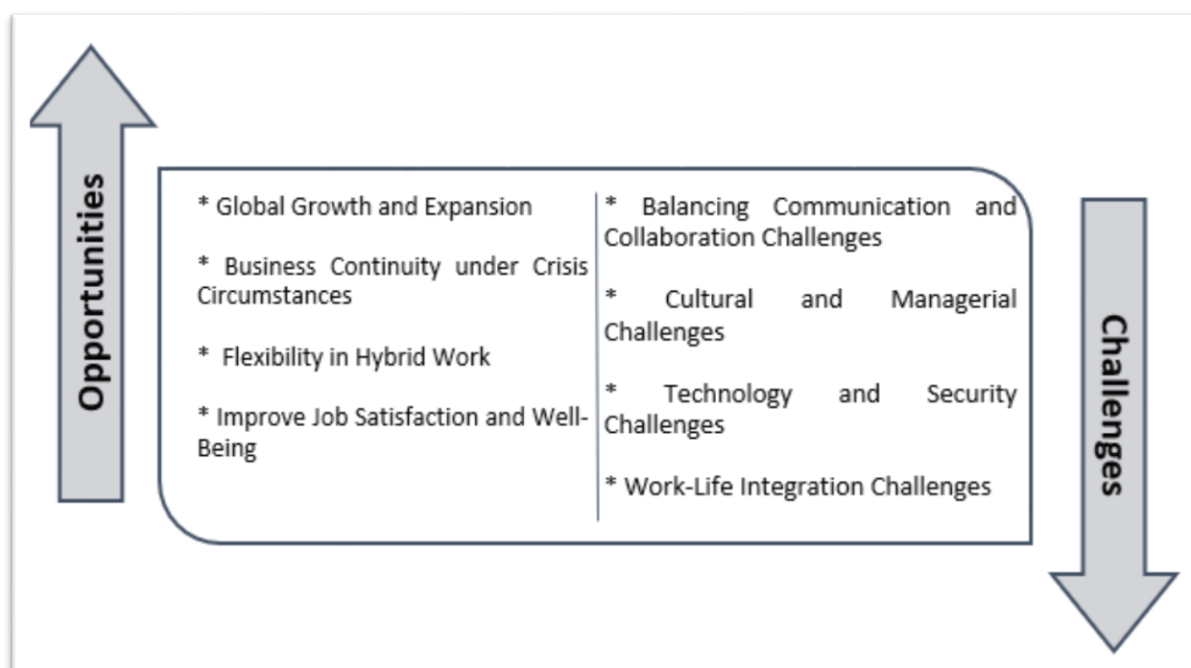


Figure 1: Opportunities and Challenges of Hybrid Work According to the Dual Factor Theory

### Findings Discussion

An analysis of previous studies related to the use of the hybrid business model in the field of international business indicates an accelerated growth in its use during the Covid-19 period. This is a result of the many opportunities and advantages it provides to employers and employees, and among these opportunities is the possibility of growth and international expansion of companies due to the low costs of this work, ensuring business continuity in light of crises, natural disasters and political conditions, as well as the advantage of the flexibility of hybrid work that facilitates the performance of business and overcomes the barriers of time. Location and organizational boundaries, and finally improving job satisfaction and well-being due to its many advantages that reflect positively on employees. However, there are still many challenges and outstanding issues that need to be addressed, such as the difficulty of balance and international cooperation due to the dispersion of workers between different workplaces, as well as cultural and organizational challenges associated with the hybrid work style, as well as technological challenges related to tools and techniques of communication and business performance, and training workers to use them. Finally, the challenges of work-life balance that are not clear in hybrid work.

The previous studies were analyzed in the light of the Dual Factor Theory that explains the adoption of the hybrid work approach. The results of the analysis indicate that companies and institutions will continue to use the hybrid work system even after the end of the Covid-19 crisis. This is indicated by the previous statistics after Covid 19, and this indicates that the opportunities and incentive factors provided by the hybrid work system outweigh the challenges and disincentives of the hybrid work.

### Theoretical Implications

The research provides reliable sources and scholarly updates on the opportunities and challenges of implementing hybrid work in an international business context. Research provides an opportunity to expand knowledge and understanding in this field. The research

contributes to presenting new studies and research on hybrid workplaces, helping academics to identify future research areas in this field. In particular, the current research can provide academics and researchers to broaden their research in three main directions, the first of which is to investigate in depth the contribution of hybrid work to the growth and prosperity of international cross-border business. The second trend, the current study opens up horizons for researchers to consider the challenges and obstacles of employing hybrid work. There is also a third trend for researchers in this context, the expansion of shedding light on theories that explain the adoption of new types of work in international trade after Covid 19, the most important of which is hybrid work and remote work.

### **Managerial Implications**

The research holds significant managerial implications. Managers can utilize the findings to shape their workforce management strategies, focusing on addressing the challenges and leveraging the opportunities presented by hybrid work arrangements. By understanding the Dual Factor Theory, managers can implement policies and procedures that foster effective remote collaboration and prioritize employee well-being. Additionally, the research highlights the importance of strong leadership and effective communication in international business settings, enabling managers to adapt their leadership approaches and communication styles to ensure the success of hybrid work models.

### **Conclusion**

In conclusion, the analysis of previous studies on the use of the hybrid business model in international business during the Covid-19 period reveals a significant growth in its adoption. The advantages and opportunities offered by hybrid work, such as cost-effectiveness, business continuity during crises, flexibility, and improved job satisfaction, have contributed to its popularity. However, several challenges persist, including maintaining balance and international cooperation, addressing cultural and organizational issues, overcoming technological obstacles, and addressing work-life balance concerns. Nevertheless, the findings suggest that companies and institutions are likely to continue employing the hybrid work system beyond the pandemic. The positive outcomes and motivating factors associated with hybrid work outweigh the challenges and disincentives, as evidenced by post-Covid-19 statistics. Understanding the Dual Factor Theory provides valuable insights for organizations in navigating the complexities and maximizing the benefits of hybrid work in the realm of international business.

### **Limitations and Directions for Future Research**

Our research was purposefully designed with several boundary conditions. Future researchers may benefit by exploring beyond those conditions. First, researchers may wish to increase the date range of the content analysis of prior studies to include a larger number of years. Secondly, the opportunities and challenges of hybrid work can be explored in depth through a systematic literature review. Thirdly, the opportunities and challenges of hybrid labor recruitment can be analyzed following the quantitative methodology through a survey of a number of multinational companies. Finally, researchers can search for more theories that explain the adoption of new business methods in the context of international business.

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