

Remote and Hybrid Work in the Public Sector: A Scoping Review of Employee Performance, Well-Being, Organizational Readiness, and Management Practices

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Abstract: Remote and hybrid work have moved from exceptional workplace arrangements to strategic human resource management concerns in many public organizations. Yet, the effects of these arrangements cannot be assumed to be uniformly positive or negative because public-service work differs in task interdependence, citizen contact, information sensitivity, accountability, and the need for continuity during disruptions. This scoping review mapped what is known about remote and hybrid work among public-sector employees, with attention to employee performance, well-being, organizational readiness, and management practices. Guided by Arksey and O'Malley's framework, Levac and colleagues' refinements, the JBI guidance for scoping reviews, and PRISMA-ScR, the review used a Population-Concept-Context lens. The population included public-sector employees, supervisors, and agencies; the concept covered telework, remote work, hybrid work, employee outcomes, organizational readiness, and management; and the context encompassed government agencies and public administrations. A targeted web-accessible search of peer-reviewed studies, reviews, and authoritative government and international reports published from 2007 to 21 June 2026 was conducted. Twenty-six substantive sources were charted. Five themes emerged: (1) remote and hybrid work can support task performance and service continuity when work is suitable and outcomes are explicit, (2) flexibility may improve autonomy, satisfaction, and retention but can also heighten isolation, boundary strain, and inequity, (3) organizational readiness requires digital infrastructure, secure systems, role-based eligibility, and fair access, (4) hybrid work requires outcome-based supervision, intentional communication, coordinated team routines, and manager capability, and (5) public-service missions require differentiated designs for citizen-facing and interdependent work rather than uniform return-to-office or remote-work rules. An emergent framework is proposed to guide public human resource management. The review concludes that sustainable remote or hybrid work in government depends on fit among public-service tasks, employee needs, institutional capacity, and accountable management practices.

Keywords: Remote work, Hybrid work, Telework, Public employees, Human resource management,

1. INTRODUCTION

Remote and hybrid work have become central human resource management concerns in government. During the COVID-19 pandemic, many public organizations rapidly shifted administrative, regulatory, analytical, and support functions away from traditional offices in order to maintain operations. The question now is no longer simply whether employees can work outside the office. It is how public institutions can design work arrangements that protect service continuity, employee well-being, information security, fairness, and public accountability. The Organization for Economic Co-operation and Development (OECD, 2023) describes flexible working arrangements as a major component of the changing public-service workforce and argues that they should be considered strategically alongside workforce planning, talent attraction, retention, and employee engagement.

The public sector is a distinctive setting for remote and hybrid work. Governments employ people whose tasks range from data processing, policy development, finance, information technology, research, legal analysis, and human resources to frontline health, social protection, inspection, licensing, public safety, and citizen-facing service delivery. Some tasks can be performed independently through secure digital systems, while others require direct public interaction, access to specialized facilities, immediate coordination, or the exercise of administrative discretion. Thus, a flexible arrangement that is suitable for one unit may be inappropriate for another. A public-sector telework policy must consequently distinguish work that is location-flexible from work that is necessarily site-based, while avoiding the perception that flexibility is an arbitrary privilege available only to a favored group.

The expected benefits of remote work are substantial but conditional. Broader research has associated telecommuting with greater job satisfaction, organizational commitment, and perceived performance, especially when work is structured well and telework is not so extensive that social and professional connections erode (Allen et al., 2015; Gajendran & Harrison, 2007). Experimental evidence also suggests that hybrid schedules can improve satisfaction and reduce quitting without reducing performance in some knowledge-work settings (Bloom et al., 2024). In a government setting, Choudhury et al. (2021) found that a work-from-anywhere arrangement at the United States Patent and Trademark Office was associated with increased output without increased rework. These

findings show that flexibility can support performance, but they should not be interpreted as evidence that all public functions can be performed remotely or that location alone determines productivity.

Public-sector evidence likewise demonstrates mixed results. Caillier (2012) found that teleworking was associated with work motivation in a United States federal agency, while de Vries et al. (2019) showed that public servants' teleworking was connected not only with engagement-related benefits but also with professional isolation. Mele et al. (2021) further demonstrated that remote arrangements can affect the wider workplace collective: non-teleworking public employees may perceive tensions in team coordination, informal learning, workload distribution, and social connection. Recent experimental evidence from an Italian municipal government found that fully office-based work could reduce organizational commitment and work enjoyment relative to remote or mixed arrangements, while a hybrid mix supported relatedness better than requiring employees to work entirely from either home or office (Perego & Belardinelli, 2025).

Well-being is equally central. Remote and hybrid work may reduce commuting burdens, increase autonomy, and help employees manage personal responsibilities. At the same time, employees can encounter blurred work-life boundaries, long or irregular work hours, inadequate home workspaces, digital fatigue, isolation, and reduced visibility for mentoring or career development. Palumbo (2020), focusing on public servants, reported that home-based telecommuting could heighten work-life conflict and fatigue. Wider syntheses show that remote work affects affective, social, professional, cognitive, and psychosomatic dimensions of well-being, reinforcing the need to move beyond simple claims that remote work is either inherently healthy or harmful (Charalampous et al., 2019).

The policy question is therefore managerial as well as individual. Agencies need clear agreements, secure technology, performance systems that emphasize results rather than physical visibility, communication practices that include remote and onsite staff, workload and well-being monitoring, and equitable criteria for eligibility. In the United States federal government, the Office of Personnel Management (OPM, 2024) reported that agencies have increasingly updated telework and remote-work policies, strengthened technology, and trained managers for hybrid supervision. The same report also shows that agencies use telework as a tool for resilience, recruitment, retention, productivity, and engagement, while continuing to identify collaboration and accountability challenges. This illustrates the need for a systematic map of what remote and hybrid work requires in public organizations.

The evidence remains dispersed across public administration, public personnel management, organizational psychology, digital government, human resource management, occupational health, and government reports. Some studies focus on telework adoption before the pandemic, others on emergency remote work, and others on future hybrid arrangements. A scoping review is appropriate because it can map the breadth of the field, organize recurring findings, identify management requirements, and distinguish relatively established patterns from continuing uncertainties. This review therefore asked: What is known about the effects and management requirements of remote or hybrid work among public-sector employees? It specifically examined employee performance, well-being, organizational readiness, and management practices.

2. METHODS

Design and Review Process

This study used a scoping review design. The review was conceptually anchored in the framework of Arksey and O'Malley (2005), refined by Levac et al. (2010), and aligned with the JBI guidance for scoping reviews and the PRISMA extension for scoping reviews (Peters et al., 2020; Tricco et al., 2018). A scoping review was selected because the evidence on remote and hybrid work in the public sector is broad, interdisciplinary, and heterogeneous in terminology, design, country setting, employee group, and outcome measures. The purpose was not to pool effects or determine a single optimal remote-work schedule, but to map the evidence, identify recurring outcomes, and clarify management requirements for public organizations.

The review followed a Population-Concept-Context (PCC) approach. The population included public-sector employees, managers, supervisors, human resource personnel, and public organizations. The concept included telework, telecommuting, remote work, work from home, work from anywhere, hybrid work, flexible work arrangements, employee performance, productivity, service continuity, job satisfaction, engagement, well-being, work-life balance, turnover intention, organizational readiness, digital infrastructure, performance management, leadership, communication, and equity. The context included central, regional, provincial, municipal, local, and other government or public-administration settings, including public agencies and public organizations with government employment arrangements.

A targeted web-accessible search was conducted on 21 June 2026. Search locations included Google Scholar, PubMed, SAGE Journals, Wiley Online Library, Taylor & Francis Online, ACM Digital Library, OECD, the International Labour Organization, the World Bank, and official government repositories, including the United States Office of Personnel Management. Search terms were combined in different ways, including "public sector" AND telework, "public administration" AND remote work, "government employees" AND hybrid work, "public employees" AND telework AND well-being, "public sector" AND remote work AND performance, "government" AND flexible work arrangements AND management, "telework" AND public organizations, and "hybrid work" AND public-service leadership. Backward citation checking was used selectively to identify foundational public-sector studies and reviews.

Eligible sources included peer-reviewed empirical studies, systematic reviews, meta-analyses, scoping reviews, scholarly conceptual works with direct implementation implications, and authoritative government or international policy reports. Sources were prioritized when they addressed public employees, public agencies, government work arrangements, remote or hybrid work outcomes, work design, organizational readiness, management practices, or public-service delivery implications. Broader telework studies were retained when they offered strong evidence on mechanisms directly relevant to public human resource management, such as social support, work design, well-being, performance, or hybrid coordination. Sources were excluded when they addressed only private-sector organizations without transferable management implications, were solely technical reports without employee or organizational implications, or focused on remote learning rather than employee work arrangements. English-language sources from 2007 to 21 June 2026 were prioritized, with older foundational sources included when necessary for conceptual clarity.

After relevance screening, twenty-six substantive sources were charted together with four methodological references. Data charting captured author and year, country or institutional setting, employee or agency group, work arrangement, outcome domain, management practices, barriers, and implementation implications. The charted evidence was analyzed through an inductive-deductive thematic synthesis. Initial codes captured recurring ideas such as task suitability, output measurement, employee autonomy, professional isolation, work-life boundaries, social support, digital access, cybersecurity, role eligibility, managerial support, team coordination, performance appraisal, communication routines, fairness, and citizen-facing service requirements. The codes were then organized into broader themes that answer how remote and hybrid work affect public employees and what conditions are required to manage these arrangements responsibly. No formal methodological quality appraisal was conducted, consistent with the purpose of a scoping review to map the extent and nature of evidence rather than rank interventions by certainty of effect.

PCC Framework and Eligibility Criteria

Table 1. Population-Concept-Context framework and eligibility criteria

Element	Description
Population	Public-sector employees, managers, supervisors, HR personnel, and public organizations whose remote, telework, or hybrid arrangements are directly discussed.
Concept	Telework, remote work, work from home, work from anywhere, hybrid work, flexible work arrangements, employee performance, well-being, engagement, turnover, organizational readiness, management, communication, and performance supervision.
Context	Government and public-administration settings, including central, regional, provincial, municipal, local, and public agency workplaces, with implications for public-service delivery.
Included sources	Peer-reviewed empirical studies, reviews, conceptual works with direct management implications, and authoritative government or international reports relevant to public-sector remote or hybrid work.
Excluded sources	Private-sector-only sources without transferable implications, studies on remote learning, purely technical reports without workforce relevance, and sources unrelated to employee work arrangements or management.
Time coverage	2007 to 21 June 2026, with foundational sources retained when conceptually necessary.
Language	English.

3. RESULTS AND DISCUSSION

Theme 1: Remote and Hybrid Work Can Support Task Performance and Service Continuity When Work Is Suitable and Outcomes Are Explicit

The first theme is that remote and hybrid work can support performance, but only where the work itself, the digital environment, and the performance system are aligned. Public-sector jobs differ sharply in their location flexibility. Back-office processing, case review, policy analysis, digital service design, financial administration, legal drafting, research, data work, and information-technology tasks may be performed effectively outside the office when secure systems and clear deliverables are in place. By

contrast, work that requires in-person citizen contact, physical inspection, custody, clinical service, emergency response, confidential on-site materials, specialized equipment, or real-time multi-agency coordination may need regular or full physical presence. The central management task is therefore not to decide whether remote work is generally good or bad, but to identify task and service configurations that permit flexibility without weakening mission performance.

The public-sector literature provides support for a conditional view. Caillier (2012) found that teleworking could strengthen work motivation in a federal government context. Choudhury et al. (2021), studying the United States Patent and Trademark Office, reported that moving from work from home to work from anywhere was associated with higher employee output and no increase in rework. These findings are compatible with the broader evidence from Allen et al. (2015), which indicates that telecommuting can be associated with favorable employee and performance outcomes when job characteristics and implementation conditions are appropriate. However, such evidence should not be used to assume that employee output is the only indicator of public-sector performance. Government performance also concerns timeliness, quality, fairness, responsiveness, legal compliance, collaboration, and citizen experience.

Hybrid arrangements can be particularly useful when employees need both autonomy for individual work and structured opportunities for collaboration. Bloom et al. (2024) found that a two-day work-from-home hybrid schedule improved satisfaction and reduced quitting while not damaging performance in a knowledge-work setting. In public administration, the implication is that designated in-person days may be organized around activities that genuinely benefit from co-location: case consultation, training, mentoring, complex problem-solving, team planning, onboarding, public-facing appointments, or secure work. Remote days can be used for focused individual tasks. This requires deliberate schedule design rather than a rule that merely counts office days without defining what those days should accomplish.

Theme 2: Flexibility May Improve Autonomy, Satisfaction, and Retention but Can Also Heighten Isolation, Boundary Strain, and Inequity

A second theme concerns employee well-being. Flexibility can improve working conditions by reducing commuting time, allowing greater control over work location, accommodating disability or caregiving needs, and expanding access to employment for people who live far from government offices. The broader telework literature links remote work with greater autonomy and job satisfaction in many settings, while public-sector studies show that employees may value flexibility as part of a more supportive employment relationship. Lewis et al. (2024) found that frequent telework during the pandemic reduced turnover intentions among United States federal workers, while Choi (2018) showed that managerial and institutional support materially shaped the relationship between flexible work arrangements and turnover intentions in government.

The benefits are not automatic. Charalampous et al. (2019) showed that remote work affects multiple dimensions of well-being, including affective, social, professional, cognitive, and psychosomatic experience. Remote employees may experience greater control and less interruption but also fewer informal exchanges, weaker access to advice, lower professional visibility, and a reduced sense of belonging. de Vries et al. (2019) found that professional isolation was an important negative effect among public servants, even when telework provided benefits. Their findings also suggest that high-quality leader-member relationships can reduce this isolation. Bentley et al. (2016) similarly identified organizational and teleworker-specific support as important to well-being, underscoring that remote work cannot be managed only through technology or individual self-discipline.

Work-life balance is also double-edged. Palumbo (2020) found that home-based telecommuting among public servants could increase fatigue and work-to-life and life-to-work conflict. The issue is especially important in public organizations because employees may be highly committed to public service and may feel pressure to remain available beyond normal hours. Boundary management must therefore be an explicit management practice. Agencies need norms on response times, meeting schedules, after-hours communication, workload allocation, and use of leave. Employees also need ergonomic support, realistic workload expectations, and access to psychosocial assistance when isolation, stress, caregiving strain, or unsuitable home conditions create risks.

Equity is another well-being issue. Not all public employees are eligible for remote work, and not all eligible employees have comparable home workspaces, internet connectivity, privacy, caregiving responsibilities, or access to supportive supervisors. A remote-work policy that focuses only on individual preference can unintentionally produce a two-tier workforce in which onsite employees carry more visible, urgent, or citizen-facing tasks while others gain more flexibility. Meaningful equity requires transparent eligibility criteria based on tasks and service needs, fair workload distribution, reasonable accommodations, and recognition of the different burdens borne by onsite and remote staff. It also requires agencies to monitor whether flexible work affects promotion, training access, voice in meetings, performance ratings, or professional development opportunities.

Theme 3: Organizational Readiness Requires Digital Infrastructure, Secure Systems, Role-Based Eligibility, and Fair Access

The third theme is organizational readiness. Remote and hybrid work cannot be sustained through employee goodwill alone. Agencies need reliable devices, secure connectivity, virtual private networks or equivalent controls, document-management systems, digital workflow tools, accessible meeting platforms, technical support, and clear information-security requirements. Readiness also includes records management, data privacy, cybersecurity awareness, incident reporting, and protocols for handling confidential

personal or government information outside conventional offices. The World Bank (2020) emphasized that public-sector home-based work requires attention to the availability of equipment, connectivity, communication channels, organizational processes, and the legal or regulatory environment.

Policy clarity is a core readiness requirement. Employees and supervisors need written agreements that specify work location, schedule, availability, work products, information-security duties, equipment responsibilities, performance expectations, communication practices, and circumstances requiring office attendance. The OPM (2024) report notes that agencies have updated policies, strengthened technology, and provided training for management of telework and remote work. These actions are significant because informal arrangements can produce inconsistent decisions, unequal access, weak documentation, and disputes about accountability. Clear agreements should not be overly rigid, but they should make expectations visible and reviewable.

Eligibility should be determined by job analysis rather than employee status or managerial preference. Agencies can assess whether work is independent or interdependent, whether it involves direct service to the public, whether secure systems can be accessed remotely, whether collaboration can be managed digitally, whether the work requires physical materials or facilities, and whether performance can be assessed through outputs or service standards. OECD (2023) argues that flexible working arrangements need to be integrated into broader workforce management, not treated as isolated benefits. This means that eligibility decisions should connect to workforce planning, office-space design, recruitment, retention, inclusion, and continuity of operations.

Readiness also requires learning and adaptation. Emergency remote work during the pandemic was often improvised, with employees and managers developing new practices under pressure. Sustainable hybrid work calls for deliberate training in secure digital work, virtual facilitation, inclusive meeting design, documentation, remote onboarding, feedback, and project coordination. It also requires periodic evaluation. Agencies should collect data on service levels, productivity indicators, employee engagement, absenteeism, turnover, customer feedback, security events, technology access, and perceived fairness. Rather than using data only to justify a predetermined return-to-office or remote-work position, public managers should use them to identify where particular arrangements work, where they create strain, and what adjustments are needed.

Theme 4: Hybrid Work Requires Outcome-Based Supervision, Intentional Communication, Coordinated Team Routines, and Manager Capability

The fourth theme concerns management practice. Remote and hybrid work challenge a traditional bureaucratic reliance on visibility and physical presence as signals of work effort. When employees are not continuously observable, managers must shift toward clarifying outcomes, deliverables, service standards, deadlines, and quality criteria. This does not eliminate accountability. It makes accountability more explicit. The OPM (2024) report indicates that agencies use individual performance assessments, key performance measures, employee surveys, and other indicators to evaluate telework outcomes. Such approaches are more defensible than relying on physical attendance as a proxy for contribution.

Outcome-based management is most effective when paired with role clarity and regular feedback. Managers need to establish what work must be completed, when it must be completed, how progress will be communicated, what decisions require escalation, and which tasks require synchronous collaboration. Employees need sufficient autonomy to organize focused work, but they also need clear limits so that flexibility does not become ambiguity or an expectation of constant availability. Wang et al. (2021) identified work-home interference, ineffective communication, procrastination, and loneliness as central remote-work challenges, while emphasizing the importance of job autonomy, social support, monitoring, workload, and self-discipline. These factors have direct relevance to public supervisors managing distributed teams.

Hybrid teams require intentional communication routines. Agencies may establish regular team meetings, one-on-one supervisor check-ins, digital project boards, shared calendars, documentation practices, virtual office hours, and agreed channels for urgent or complex issues. However, meetings should be designed to include both remote and onsite staff rather than treating remote employees as peripheral participants. Onsite days should be coordinated at the team level when collaboration, mentoring, or problem-solving is needed. Randomly assigned office days may create commuting burdens without improving communication if the relevant coworkers are not present at the same time.

Manager capability is especially important. Supervisors need training to manage performance fairly, detect overload and isolation, conduct difficult conversations online, resolve conflicts, support remote onboarding, protect confidential information, and ensure that employees with less visibility still receive feedback and development opportunities. Choi (2018) found that managerial and institutional support were consequential in government flexible-work arrangements. The implication is clear: agencies should not delegate hybrid work to individual supervisors without common standards, training, human resource support, and mechanisms for consistent review. Management quality is a central condition that can turn the same work arrangement into either a support for well-being and performance or a source of confusion and inequity.

Theme 5: Public-Service Missions Require Differentiated Designs for Citizen-Facing and Interdependent Work Rather Than Uniform Rules

The fifth theme is that public organizations cannot simply import private-sector remote-work practices. Government agencies carry public mandates and must maintain service access, legality, impartiality, continuity, transparency, and accountability. Some

public work consists primarily of individual knowledge tasks; other work requires discretion exercised in coordination with colleagues, citizens, regulated entities, or other agencies. Mele et al. (2021) illustrate the importance of this distinction by showing that telework can create tensions for the workplace collective when activities depend on informal coordination, immediate accessibility, and shared learning. Their study does not show that telework always reduces productivity. Rather, it shows that the organization-wide consequences of telework may differ from individual output measures.

This is why task interdependence and citizen impact should guide work-arrangement design. Back-office units with standardized, digitally documented processes may be able to work remotely for longer periods. Units handling unpredictable cases, public complaints, emergency matters, complex approvals, or immediate multi-person decisions may need more coordinated in-person presence. The right hybrid model may differ within the same agency. Public managers should therefore conduct service and workflow mapping, identify points where co-location adds value, and build schedules around those points. In-person work should be purposeful rather than symbolic, while remote work should be structured rather than assumed to be self-managing.

The evidence also cautions against neglecting onsite employees. Mele et al. (2021) found that non-teleworking public employees may prefer non-teleworking colleagues and may perceive remote arrangements as affecting team accessibility, learning, and coordination. These findings reinforce the importance of workload equity, team-level consultation, and inclusive communication. Agencies should not frame flexibility as a benefit solely for workers who can be remote. They should also consider equitable supports for employees whose work must remain onsite, such as scheduling flexibility, predictable shifts, learning opportunities, workload review, safe work conditions, and transparent recognition of service demands.

Finally, flexible work should be connected to public-sector resilience. Remote-work capability can help agencies continue essential administrative functions during weather disruptions, transport interruptions, public-health emergencies, and other continuity-of-operations events. OPM (2024) reported that agencies regarded telework and remote work as important to resilience during emergency events. Yet resilience should not be confused with permanent remote work for all. It means that agencies maintain the capacity to deliver mission-critical work through appropriate combinations of onsite, remote, and hybrid arrangements when circumstances change. In this sense, remote-work readiness is a component of institutional resilience and not merely an employee benefit.

Emergent Framework

The synthesis suggests that remote and hybrid work in the public sector can be understood through a public-service work-design framework. The first layer is the public-service context. Mission requirements, task interdependence, citizen contact, legal and ethical obligations, information sensitivity, emergency responsibilities, and the nature of the service shape whether and how flexibility is possible. Remote work is most sustainable where work can be accessed securely, outcomes can be defined, and service quality can be monitored. Where tasks depend on immediate in-person coordination, physical facilities, or direct public interaction, a stronger office-based component may remain necessary.

The second layer is organizational readiness and management capacity. Readiness includes digital infrastructure, secure systems, clear agreements, eligibility criteria, technology support, ergonomic considerations, and fair access. Management capacity includes outcome-based supervision, role clarity, communication routines, workload monitoring, feedback, social connection, learning opportunities, and consistent human resource support. These factors determine whether a remote or hybrid arrangement becomes a strategic capability or a fragmented collection of individual exceptions.

The third layer consists of core mechanisms. When employees have autonomy, usable digital tools, clear expectations, trusted supervision, social support, and opportunities for collaboration, remote or hybrid arrangements can activate focused work, flexibility, engagement, and retention. When these conditions are absent, the same arrangements can produce isolation, blurred boundaries, weak coordination, inequitable access, and performance concerns. Expected outcomes therefore include service continuity, task performance, employee well-being, engagement, retention, and equitable access to flexibility. Across all layers, safeguards are needed: public accountability, information security, accessibility, workload fairness, privacy-respecting performance management, and attention to the needs of both remote and onsite employees.

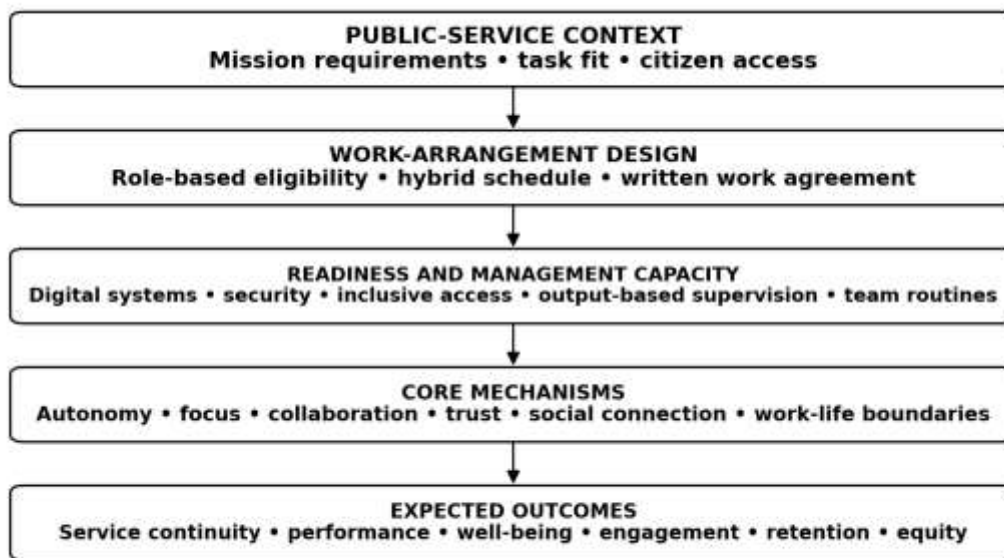


Figure 1. *Emergent Framework for Remote and Hybrid Work in the Public Sector*

This review has several limitations. First, it used a targeted web-accessible search rather than a complete database export with duplicate management and independent screening. Second, English-language sources were prioritized, which may have excluded research from jurisdictions where public-sector telework has developed under different legal and administrative traditions. Third, the literature includes many studies conducted during the exceptional conditions of the COVID-19 pandemic; emergency remote work should not be equated automatically with voluntary, supported, and well-designed hybrid work. Fourth, evidence remains uneven across job types, countries, levels of government, and outcome measures. Some studies focus on individual attitudes or productivity, while fewer assess citizen outcomes, team learning, equity, promotion, or long-term public-service quality. The findings should therefore be interpreted as an evidence-informed conceptual map rather than a definitive ranking of remote-work policies.

4. CONCLUSION

This scoping review shows that remote and hybrid work in the public sector should not be managed as a simple choice between office attendance and working from home. The evidence points to a contingent relationship: flexibility can support task performance, resilience, satisfaction, engagement, and retention when it is matched to the nature of public work, supported by secure systems, and managed through clear outcomes and inclusive team practices. Public organizations can benefit particularly where work is digitally enabled, deliverables are visible, and employees are given adequate autonomy, tools, communication, and support.

At the same time, remote work can create professional isolation, blurred work-life boundaries, inequitable access, reduced informal learning, workload tensions, and challenges in interdependent or citizen-facing tasks. These risks cannot be solved by simply requiring employees to return to the office or by leaving remote work entirely to individual discretion. They require deliberate work design. A sustainable public-sector model therefore combines role-based eligibility, clear agreements, outcome-based supervision, coordinated in-person time, inclusive communication, well-being safeguards, and continuing evaluation of service and workforce outcomes.

The review also demonstrates that public-sector remote work is a governance issue. It affects the way agencies maintain continuity, develop talent, organize teams, protect information, serve citizens, and uphold accountability. For this reason, human resource managers, supervisors, information-technology teams, employee representatives, and public-service leaders need to treat remote and hybrid work as a shared organizational capability. When designed in this way, flexible work can contribute to a more adaptive and resilient public administration without weakening public-service obligations.

5. RECOMMENDATION

Public organizations may develop role-based remote and hybrid work frameworks rather than applying uniform requirements across all units. Such frameworks may begin with job and service mapping to identify which tasks can be performed remotely, which require regular co-location, and which remain fully site-based. Eligibility decisions should be transparent, documented, and reviewable. They should consider task interdependence, citizen access, security requirements, digital-system availability,

performance measurability, and reasonable accommodation needs. Where hybrid work is appropriate, in-person days may be organized around collaboration, mentoring, complex casework, public appointments, and team learning rather than used only to meet a numerical attendance rule.

Human resource offices and supervisors may strengthen management systems for hybrid teams. This includes written work agreements, outcome-based performance plans, regular feedback, workload monitoring, inclusive meeting protocols, coordinated team schedules, remote onboarding practices, and learning opportunities that are equally accessible to onsite and remote employees. Agencies should also provide training on virtual supervision, communication, performance evaluation, cybersecurity, records management, privacy, ergonomics, work-life boundaries, and employee mental-health support. Managers should be evaluated not by how often their teams are visible in an office, but by the quality, timeliness, fairness, and accountability of work and service outcomes.

Agencies may establish ongoing monitoring systems that combine service indicators, employee experience, recruitment and retention data, absenteeism, turnover, customer feedback, information-security incidents, and equity measures. Monitoring should examine whether particular employee groups are excluded from flexibility or disadvantaged in workload, promotion, training, or voice. Future research may focus on local-government and Philippine public-sector settings, especially on the effects of hybrid work on citizen service quality, local government productivity, workforce inclusion, disaster and continuity-of-operations readiness, employee career development, and the management practices of frontline and supervisory personnel. Comparative mixed-methods research would be valuable for identifying arrangements that support both employee well-being and the public interest.

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