

Hybrid selves: Navigating personal and professional identity in blended workspaces - Case studies from Microsoft, Deloitte, and the NHS Trust –

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Abstract:

This study addresses the hybrid selves that can form after the emergence of a blended work environment, where the environment combines the traditional work environment with the digital one. This study examined the issue using a group of international organizations operating in various fields, including Microsoft, Deloitte, and the National Health Service. The study aims to explore ways to achieve a balance between personal and professional selves in a blended work. What makes a hybrid work environment positive is that it allows a high degree of flexibility, but also creates ambiguity in defining the boundaries between the two selves. Furthermore, the organizations under study have developed strategies that support individual mental health within the framework of quality of work life. Therefore, the study suggests linking the organizational structure design process for hybrid work in a way that aligns with the balance between the individual's personal and professional selves.

Keywords: Hybrid selves, work identity, blended workspaces, digital transformation.

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1. Introduction

Recent years have experienced a significant transition in work patterns, characterized by the emergence of hybrid work models that integrate remote and on-site labor. This transition has been propelled by technological, social, and geopolitical influences, particularly during the COVID-19 epidemic. This transformation has impacted organizational structures and work systems, as well as employees' personal and professional identities (**Choudhury et al., 2021**). This shift is not merely digital; it is a profound socio-psychological change, challenging how employees construct and perform their professional identities within a highly dynamic and advanced environment. This has made the hybrid workplace a creative administrative approach and a real change in work.

The convergence of personal and professional spheres, coupled with the continuous negotiation of boundaries, roles, and meanings, prompts essential inquiries regarding the formation of the "hybrid self" in contemporary work settings, and the degree to which individuals can navigate this identity transition without encountering disintegration, instability, or psychological and social fatigue

The central problematic is that hybrid work involves significant tensions between autonomy and control over performance, as well as between presence and absence, and interaction and isolation (**Waizenegger et al., 2020; Mazmanian et al., 2013**). Employees are therefore expected to demonstrate professionalism in both virtual and traditional environments, while balancing their personal lives, digital monitoring, and evolving standards of visibility. These tensions give rise to innovative approaches to identity work—the ongoing process of defining, maintaining, and restructuring one's sense of self in changing contexts (**Alvesson et al., 2008; Brown, 2015**). For many, this leads to what might be termed a hybrid self: an identity constantly being reshaped at the intersection of personal and professional expectations.

Based on the above, the following main question can be posed:

How can the hybrid self be reconstructed in the organizations under study in a hybrid work environment?

To address the research problem, the study is guided by the following sub-questions:

- How do individuals in the organizations under study understand the overlap between their professional and personal roles in hybrid work environments?
- What are the most important strategies adopted by each organization to reconcile the personal and professional selves?
- How do organizational factors contribute to reconstructing the hybrid identity in each organization?
- What distinguishes each organization in its approach to constructing a hybrid identity in a hybrid environment?

Depending on the previous questions, the following hypotheses can be formulated:

- Individuals who are best able to understand their personal and professional roles are those who can successfully adapt spatially and temporally to the demands of hybrid work.
- Creating balance and harmony between the personal and professional selves of individuals can only be achieved through clear and strong support from organizations for self-expression.
- Organizational factors such as leadership style, administrative communication system, especially internal communication, flexibility policies, and internal communication practices significantly influence the reshaping of individuals' hybrid selves.
- Each organization has its own unique approach to working within a hybrid work environment, which leads to different patterns of hybrid self-construction.

This study aims to explore how employees in hybrid work environments reshape their personal and professional identities through an in-depth analysis of case studies from three major organizations with different sectoral and cultural backgrounds. It also seeks to interpret the psychological and organizational dynamics accompanying this identity formation, drawing on theories of identity, work, and boundaries.

The significance of this study stems from two main aspects. Theoretically this study contributes to understanding the intersecting literature on organizational identity and mixed work, in addition to analyzing individual behavior through examining multiple theoretical approaches (such as identity theory, boundary theory, and role theory). And practically, the study provides decision-makers and leaders in business organizations with field-based perspectives on how to support employees in gaining greater control over their identities in ever-changing work environments. The study also highlights the contingencies of hybrid work, offering comparative insights from the technology, consulting, and public health sectors.

The remainder of the paper proceeds as follows. Section 2 develops Literature review about hybrid selves and blended workspaces. While the Section 3 provides the theoretical framework, drawing on identity work, boundary, and fit theories to conceptualize hybrid selves. As for Section 4 outlines the qualitative cases methodology. Section 5 outlines the case findings on Microsoft, Deloitte, and the NHS Trust. Section 6 discusses cross-findings, and the last Section presents the research conclusion.

Three international business organizations operating in diverse fields were selected for this study: Microsoft (technology), Deloitte (professional consulting), and the National Health Service (healthcare). The diversity of these fields allows for comparative studies, enabling a more in-depth analysis of common phenomena and the exploration of differences relevant to the study.

2. Literature review

A number of studies addressing the topic of hybrid identities in blended work environments demonstrate methodological differences and conceptual integration, reflecting the multiplicity of perspectives on this subject. The studies by Abramczuk et al (2025) and Dong et al. (2025) focused on the psychological and behavioral aspects of

employees in remote or hybrid work environments, while Chandna's study (2022) analyzed individual identities in different work environments.

In the first two studies, working in a hybrid environment was observed to have both advantages and disadvantages; on the one hand, it offers flexibility and autonomy, but on the other hand, it creates ambiguity in the boundaries between work and personal life. The researchers concluded that the key factor in achieving this balance is not the work environment itself, but rather the ability of individuals to manage these boundaries flexibly on both the psychological and behavioral levels. Abramczuk's study showed that multitasking can increase role conflict unless accompanied by a range of flexible strategies and intellectual maturity. Meanwhile, Dong's study confirmed that an individual's work-life balance skills act as a mediating variable, mitigating the negative aspects of working from home and enhancing work-life quality.

Chandna's study shifted the focus from work-life balance to analyzing the deep structure of professional and personal identity in temporary and hybrid work environments. It demonstrated that individuals working in multiple work environments experience significant pressure due to their inability to balance two distinct identities. The study concluded that acknowledging the existence of two distinct identities and allowing them to coexist strengthens individual cohesion, thereby improving performance. Based on the connection between these three trends, it can be argued that hybrid selves are not merely a result of the flexibility inherent in today's work environments, but rather a reflection of an ongoing process of finding harmony and balance between identity, behavior, and quality of work life within diverse and complex work environments. While earlier studies addressed hybrid selves from the perspective of the harmony between the individual and the demands of work, a third study adopted a more in-depth approach, highlighting how identity itself is redesigned within these environments. Thus, these studies complement each other to demonstrate that understanding the hybrid self requires combining psychoanalytic, behavioral, and identity analysis within an interactive model that explains how individuals reconstruct their identities in the contemporary world of work.

3. Hybrid identity and blended workplaces: The theoretical framework

3.1. The concept of hybrid identity

Identity is considered a central concept in understanding individual behavior within institutions—especially amid modern work environments that are undergoing radical shifts toward hybrid models combining physical and virtual workspaces. The notion of "hybrid selves" refers to the interwoven construction of an individual's identity across personal and professional contexts, where navigating between them becomes essential for maintaining professional performance and psychological well-being.

Hybrid identity is defined as a state of ongoing movement and adaptation between multiple, overlapping roles experienced by individuals—particularly in modern work environments where personal and professional lives intertwine. According to **Ashforth, Kreiner, & Fugate (2000, p. 474)**, hybrid identity represents the individual's ability to move between professional and personal roles, where these roles often overlap and require dynamic management to maintain functional and personal balance. **Sveningsson & Alvesson (2003, p. 1167)**.

Some researchers believe that identity cannot be considered a stable context, but rather the product of transformations and changes influenced by the different work environments an individual may experience, making this self more flexible. Furthermore, research indicates that the hybrid self is shaped by the ongoing, reciprocal relationship between the individual and their environment, as individuals reconstruct their selves in adaptation to social and organizational changes (**Watson, 2008, p. 126**).

Within the context of the interconnectedness and overlap between the personal and professional selves, the hybrid identity represents a complex space that requires individuals to manage the overlapping and intertwined roles and boundaries to avoid organizational conflicts (**Nippert-Eng, 1996, p.10**).

Moreover, in the era of digitization and hybrid work, individuals interact with their identities across multiple digital platforms, which adds a new layer of complexity to hybrid identity. Technology thus serves as a mediator for representing and reshaping the self (**Mazmanian et al., 2013, p. 1340**). Finally, the hybrid self is an organizational phenomenon closely related to social and cultural systems, which greatly influence how individuals construct their selves. Prevailing organizational values and institutional systems contribute to creating a balance between multiple selves (**Tajfel & Turner, 1986, p. 10**). Accordingly, this theoretical foundation is based on a set of theories that address the processes of constructing and operating within the self in mixed work environments. The most important of these can be discussed here:

- **The identity work theories**

This theory suggests that identity is a constantly changing process through which individuals reconstruct themselves through ongoing interactive practices (**Sveningsson & M, 2003, p. 1165**). Within a hybrid work system—where individuals perform their duties simultaneously between the home and organizational work environments—there is a need to tailor identity to the environment in which it exists.

- **Boundary Theory**

Boundary theory is based on the idea of defining boundaries that separate their various tasks and roles in life (**Nippert-Eng, 1996, p. 7**). Within hybrid work environments, these boundaries between home and work tend to disappear, prompting individuals to seek ways to develop and enhance new skills to clarify those boundaries.

- **Role Theory**

This theory explains how individuals perform multiple social roles and how these roles influence one's identity (**E et al., 2000, p. 475**). In hybrid work settings, individuals are often required to embody distinct professional and personal roles that may intersect or even conflict situations about how to perform these roles without compromising their professional identity.

- **Social Identity Theory**

This theory focuses on the contribution that individuals' belonging to groups contributes to shaping their identities (**Tajfel & Turner, 1986, p. 9**). Within the hybrid work system, belonging to work teams and groups within the organization helps ensure the cohesion of professional identity, particularly given the collective work provided by digital interaction

- **Social Exchange Theory**

This theory posits that relationships between employees and organizations are built on reciprocal interests and obligations (**Blau, 1964, p. 94**). In hybrid work contexts, identity equilibrium heavily depends on the level of institutional support available to employees, which directly affects their job satisfaction and retention.

- **Person–Environment Fit Theory**

This theory stresses the importance of alignment between an individual's needs and the characteristics of their work environment in achieving job satisfaction and effectiveness (**Kristof-Brown et al., 2005, p. 283**). In blended work environments, organizations are required to provide flexible work settings that align with individual employee preferences, thereby supporting the development of a stable professional identity that is balanced with personal identity.

3.2. The concept of blended workplaces

The rapid and dynamic changes taking place in the digital work environment, particularly after the global health crises, have prompted business organizations, particularly international ones, to explore and design innovative work models that are more adaptable to environmental changes. Perhaps the blended workspace model has gained proven importance as a work system that combines work in the workplace (i.e., the organization) with remote work. What has contributed most to the success of this system is its reliance on the digital environment and the solutions it provides (**Waizenegger et al., 2020, p. 430; Spataro, 2021**).

Blended workspaces represent work environments that allow individuals to perform and complete their tasks from different locations (office, home, coworking spaces), while ensuring physical and virtual interaction and collaboration through digital technologies, while maintaining the organization's strategic objectives (**Choudhury et al., 2021, p. 656**). This model of work represents an advanced stage reached by professional practices. It is not only related to the location of the job, but also to the redesign of the organizational structure of the organization and the resulting change in leadership styles and the decision-making process. It does not only transform the workplace, but also restructures the methods of organization, interaction, and decision-making (**Kniffin et al., 2021, p. 64**).

- **Key characteristics of blended workplaces**

Blended workplaces exhibit several core characteristics, including:

- **Temporal and Spatial Flexibility:** They allow employees to choose work times and locations that align with task nature and personal circumstances (**Allen et al., 2015, p. 41**).
- **Technological Integration:** These environments depend on digital infrastructure to facilitate communication, performance management, and task execution (**Index, 2022, p. 5**).
- **Cultural Transformation:** They necessitate reshaping organizational culture to accommodate distributed teams and diversified modes of interaction (**Felstead & Henseke, 2017, p. 197**).
- **The blended workplace: Theoretical foundations**

- **Organizational resilience theory (Volberda, 1996, p. 360):** This theory focuses on the degree to which organizations adapt to environmental changes, particularly external ones, which prompts them to redesign their prevailing work model.

- **Work-life balance theory (Greenhaus & Allen, 2011, p. 18):** This theory explores how a mixed work model affects indicators of achieving a balance between work and personal life.

- **Social capital theory (Putnam, 2000, p. 19):** This theory analyzes how mixed work can restructure relationships between individuals in an organization, and thus the forms of cooperation and support that may exist between individuals.

- **Benefits and challenges**

- **Benefits**

- Enhanced Satisfaction and Productivity:** The flexibility of the blended model improves job satisfaction and performance (Bloom et al., 2015, p. 167).

- Expanded Recruitment Reach:** Allows for hiring talent from diverse geographic locations (Choudhury et al., 2021, p. 657).

- Reduced Operational Costs:** Due to decreased reliance on traditional office spaces.

- **Challenges**

- Communication and Cultural Cohesion:** Informal bonds between employees may weaken (Waizenegger et al., 2020, p. 435).

- Blurred Work–Life Boundaries:** Can result in professional burnout or emotional fatigue (Derks et al., 2016, p. 411).

- Organizational Justice Issues:** Arise from unequal opportunities for interaction and recognition between in-office and remote employees (O’Leary & Wilson, 2014, p. 294).

4. Methodology

This research uses case studies approach, focusing on three large organizations’ operating in different sectors and cultural contexts. To explore the topic of "hybrid selves and blended workspaces". This study adopts a qualitative comparative case study methodology. It focuses on three global organizations from different sectors: Microsoft, Deloitte, and the UK’s National Health Service (NHS). These cases were selected for various reasons, perhaps the most important of which is their adoption of modern work models based primarily on hybrid work.

The methodological reasons for selecting the above cases are highlighted by the differences and diversity of work environments within each business organization, in addition to the differences in the organizational structure of each organization and the richness of its prevailing organizational culture. Therefore, this approach allows us to conduct an in-depth analysis of the mechanism by which the hybrid work environment influences the redesign of the identity of individuals working in each organization. Through the analysis of each organization, we will highlight the concept of hybrid selves, which has undergone radical developments and transformations.

Microsoft appears here as a leading business organization that has significantly embraced hybrid and blended work, contributing to the rebuilding of professional identity

through several digital tools, perhaps the most important of which are Microsoft Teams and Viva. Deloitte, a leading professional services company, also encourages flexible work that allows for the adoption of hybrid and blended work while ensuring employee freedom and improving the quality of work life. The NHS, a public health care organization, offers a different approach, where hybrid work has been implemented selectively, revealing tensions in role clarity and identity negotiations.

5. Results

The findings were obtained on a case-by-case basis and summarized thematically. Each case illustrates how hybrid work reshapes personal and professional identities, revealing different approaches to identity work, boundary negotiation, and socio-material integration.

5.1. Microsoft case study

Microsoft, a global technology company, is one of the most prominent successful models in highlighting the impact of a hybrid work system on the professional identity of its employees, particularly through its approach to digital and visual authenticity. We therefore consider these to be inevitable reactions to the profound changes brought about by the COVID-19 pandemic. Microsoft has launched a suite of digital technologies and solutions, most notably Microsoft Teams and Microsoft Viva, to facilitate remote collaboration and harmony and enhance the employee experience.

Microsoft stands out, though, because it uses a human-centered strategic approach that promotes values like "employee flourishing" and encourages people to "bring their full potential to work." But the digital workplace's algorithmic structure makes it hard to be honest. Employees can be seen and are always being watched, and digital tools that are meant to help people communicate and stay connected may set unwritten standards for performance and expect people to be online all the time. (SPATARO, 2021)

5.1.1. Microsoft's Approach to blended work

Microsoft announced an expanded research programme in early 2021 with the goal of researching and evaluating the sophisticated dynamics of hybrid work in the corporate setting. The main objective was to examine a very flexible business model rather than merely defining best practices. In order to investigate how to support the work system through an intelligent digital organisational structure, Microsoft created experimental environments. As a result, they were regarded as test sites for the adoption of digital workplace technologies.

The key finding from these experiments was the discovery of an integration between human work and digital systems. Microsoft researchers identified strong similarities between the hybrid work system and the distributed cloud services architecture. This similarity is evident in the development of software tools and AI/ML-based analytics (WorkLab, 2023)

The surprising finding is that the digital work environment is thought of as a socio-technical system. This brings up a lot of important questions about how people work, digital culture, and how organisations act. Data is very important for studying how organisations work in different hybrid and blended settings, but people are still the most important part of the move from a traditional work setting to a hybrid and blended one. This makes me

wonder a lot about how individuals and teams can get along and how this helps them learn how to work together in the new work environment.

5.1.2. Main blended work strategies

Effectively implementing blended work requires businesses to integrate the characteristics of physical and digital environments with their strategic direction. Rather than being a compromise, hybrid work can provide a strong integration between both environments. Companies like Microsoft exemplify this by building hybrid systems based on integrated design thinking. Their approach focuses on internal cohesion, which helps shape both organizational learning and employee experience.

Table (1): Microsoft implications in blended workspace

Dimension	Challenge	Implication
Physical Productivity	Loss of natural office cues and decompression rhythms	Increased interruptions, reduced informal collaboration
Cognitive Load	Balancing work tasks with caregiving and home responsibilities	Mental fatigue, emotional multitasking, reduced problem-solving ability
Performance Metrics	Overemphasis on visibility and hours worked	Misalignment with actual value delivered
Cultural Shift	Employees redefining work-life priorities post-pandemic	Urgent need for updated well-being and productivity models

Source: (WorkLab, 2023)

All of the above highlights the urgent need for flexibility in communication methods depending on organizational circumstances. However, business organizations still struggle with limited skills and competencies, employee isolation, blurred boundaries between personal and professional selves, disparate career paths, and ethical concerns related to digital surveillance. These challenges underscore the need for continuous innovation in hybrid work environment design, one that balances performance outcomes with human sustainability.

5.1.3. Microsoft blended work tools

The three most important parts of the hybrid work strategy are digital skills, physical spaces, and cultural norms. Digital capabilities mean using new technologies like AI, cloud computing, and Microsoft Teams, Viva, and the Power Platform to make it easy for people to work together and get things done. The shift to a sustainable hybrid work system requires a greater focus on communication and interaction between individuals to make work more streamlined and flexible in performing tasks, not just changing the physical environment associated with hybrid work. **(BOYD, 2024)**

Digital competencies are the technological core of hybrid work, ensuring the ability to collaborate, simplify, and work connected. AI, cloud services, Microsoft Teams, Viva, and the Power Platform are only a few of the tools that allow employees work effectively in both physical and digital settings **(BOYD, 2024)**

▪ Microsoft Viva

Microsoft Viva was initially introduced with a purpose of enhancing worker well-being, engagement, and productivity. Over time, its focus has shifted to include more general business consequences and how well the organisation accomplishes. Viva Insights, Topics, Connections, and Learning are some of the most essential applications on the platform. Each one is designed to help with a different part of the employee experience. One of the

best items about Viva is that it has current time employee sentiment feedback processes developed in. This lets companies keep an eye on and respond to the needs and perceptions of their employees at all periods.

- **Microsoft 365 Copilot**

The use of Copilot has led to big improvements in a number of important areas. About 70% of people said they were more productive, and 68% said the quality of their work was getting better. Also, tasks were finished 29% faster on average, which means that productivity went up a lot. 77% of users said they really wanted to keep using Copilot, which shows that they are happy with it and want to keep using it

- **Microsoft Teams**

Teams Premium enhances the hybrid meeting experience through several intelligent features. One of its standout capabilities is Intelligent Recap, which uses AI to generate meeting summaries automatically. To support inclusivity, AI-powered cameras help ensure all participants are clearly seen and represented, regardless of location. Additionally, interactive tools such as raise hand, chat, emojis, and reactions foster active participation and engagement in real time.

- **Microsoft Power Platform**

Teams Premium significantly improves hybrid collaboration through AI-driven enhancements. Its Intelligent Recap feature automatically summarizes meetings, helping participants stay aligned and save time. To promote inclusivity, AI-powered cameras ensure equitable visibility for all attendees, whether in-person or remote. The platform also includes interactive tools—such as raise hand, chat, emojis, and live reactions—that encourage real-time engagement and make meetings more dynamic and participatory.

An exhaustive hybrid approach combining technology, an environment design, cultural evolution, and leadership has been shown by Microsoft's change in the employee experience. An incorporated hybrid approach that other companies are able to adapt for their specific circumstances has been created through the alignment of information technology, property management, and human resources.

5.2. Deloitte case study

Deloitte is an international network of multidisciplinary firms. The Deloitte network is a leading provider of auditing and professional services in the areas of auditing and consulting. It provides audit and assurance, consulting, tax, and related services—but its purpose extends beyond these core offerings. Its mission is to create an impact that truly matters.

For Deloitte whether advancing equality, serving the public interest, or leading digital transformation, it is committed to expanding opportunities for people and societies around the world. By working closely with clients, it helps bring their ambitions to life—building a better, more inclusive future.

The Culture Web Framework highlights how work, employees, and work environments are all connected. It additionally reveals that for hybrid work models to work, changes are required in every domain at the same time. Leaders must combine current platforms, procedures, and processes with an innovative concept of work so as to get the best out of their people. Five significant approaches have been provided for allowing hybrid work with culture in thoughts. (Deloitte, 2023)

The research study found that most specialists agree that workplaces that have both distant and in-person individuals are better than those that only have one kind of employee. A lot of individuals we talked to said that online platforms are critical for making communication simple and rapid. This is important for addressing the problems that come up in blended settings. These tools not only help people work together better, but they additionally assist people stay in touch, even when it's hard to keep up with cultural ties or personal connections in the workplace. This phenomenon has a lot to do with the concept of "hybrid selves." It says individuals constantly develop their professional and personal selves in blended workspaces. It was considered that collaborating jointly, believing each other, and getting a solid organisational climate were all important for fairness and to encourage these shifts in sense of self in blended settings.

As businesses adjust to life after the pandemic, it's more important than ever to know what employees want and what problems they face when working in a hybrid setting. Recent surveys give us useful information about how employees feel about working from home and in the office, including changing expectations, levels of satisfaction, and operational problems. **(Deloitte Center for Technology, 2023)**

The following summary captures key findings and interpretations from a comprehensive study on hybrid work dynamics

Table (2): Deloitte hybrid work and hybrid selves' dynamics results

Key Theme	Survey Findings	Analysis
Remote Work Preference	99% appreciated aspects of remote work (comfort, focus, family time, no commute)	Remote work continues to be strongly valued by employees across sectors. The strong preference for remote work reflects employees' desire to reclaim personal
Current Work Patterns	56% work remotely to some degree (22% fully remote, 34% hybrid), 44% fully in-office	A clear shift towards hybrid models indicates evolving work norms post-pandemic.
Hybrid Scheduling	Average hybrid schedule: 3 days in office, 2.6 at home; 54% employer-mandated, 30% joint decision	Most hybrid arrangements are employer-led, signaling top-down hybrid strategy decisions.
Progress & Tech Challenges	Improved collaboration and work-life balance; increased issues with tech and information access	Tech infrastructure remains a weak point in sustaining productive remote work. Inadequate technology strains the ability of hybrid selves to maintain coherence across spaces
Job Satisfaction & Relationships	Hybrid workers report higher job satisfaction and stable or improved relationships	Hybrid flexibility boosts satisfaction but requires intentional support.
Hybrid-Specific Struggles	Hybrid workers face more distractions, tech access issues, stress, and burnout than fully remote	Hybrid models strain identity and focus—support systems are critical for hybrid selves.
Worker Preferences	Preference for in-person dropped (44%→37%), even blend rose (21%→28%); 80% of remote, 66% of hybrid prefer virtual options	Workers prefer flexibility and virtual options regardless of current model.
Employer Dilemmas	Flexible hybrid scheduling impacts space use and team cohesion; mandates risk reducing morale	Employers must strike a balance between flexibility and collaboration to make hybrid successful.

Source: By the researchers based on (Deloitte Center for Technology, 2023)

As many individuals go back to the workplace after the pandemic, a lot of organisations have converted to a hybrid system with three days in the office and two days collaborating from home. This is beneficial for employers, but the majority of white-collar employees prefer to work from home more. Gallup data indicates a lot of individuals, particularly tech and math employees, want to work from home. The last blended the timetable tends to be a consequence of an arrangement between what the leaders require and what the workers would like. **(Thibodeau, 2022)**

Individuals often like blended work because it is flexible, but it can be extremely stressful on your schedule and mental health. Workers have to go everywhere between home and work all the time, which sends off their normal schedules and causes them feel like they lack confidence. People can get tired, anxious, and less effective when things are always changing. The study shows that working from home or in an office may be less stressful than using a hybrid approach. To effectively deal with these problems, companies need to give their employees clear rules, strong support systems, and useful tools to help them deal with the challenges of working from home. **(Christian, 2022)**

5.3. NHS Trust's approach to blended work

This case study explores how NHS Trusts are implementing hybrid work arrangements and how these affect the evolving identities of employees—referred to as 'hybrid selves'—within a public healthcare context.

The National Health Service (NHS) Trusts operate within a complex public sector framework, where hybrid work adoption varies based on roles and operational necessities. Clinical roles necessitate on-site presence, while administrative and managerial staff have increasingly engaged in flexible and remote working arrangements, especially following the COVID-19 pandemic. According to **NHS Employers (2023)**, the introduction of Section 35 into the NHS Terms and Conditions of Service Handbook provides a foundational framework for supporting agile and hybrid work models.

Table (3): NHS Trusts hybrid selves

Dimension	Application in NHS Trusts
Identity Negotiation	Employees navigate between their professional roles and personal lives, especially when alternating between on-site and remote work.
Visibility and Recognition	Remote workers may feel less recognized compared to on-site staff, affecting morale and perceived value.
Emotional Well-being	Blended environments blur boundaries and increase stress due to difficulties in disengaging from work.
Cultural Cohesion	Maintaining a unified culture is harder with dispersed staff, requiring efforts to reinforce community and shared purpose.

Source: By the researchers based on (Trust S. C., 2022)

6. Cases discussion

The comparative research appears at how blended workspaces at Microsoft, Deloitte, and NHS Trust influence employees' identities, which are identified as "hybrid selves," and how they impact the manner in which the companies work. While every company has distinct structures, sector, and objectives, they all must contend with the same challenges when they relate to managing sense of self, harmony, and satisfaction in a blended workplace.

6.1. Microsoft: Strategic integration and the digital paradox

Microsoft is the best company in the industry for work environments that require technology and data. Microsoft Teams, Viva, and Copilot are the main instruments that let individuals collaborate from various places while offering greater independence. But there is a paradox: people are directed to "put in all of themselves to work," but they are additionally observed and managed by algorithms. The conflict between authority and independence causes it to be difficult individuals to demonstrate their identities in the world of digital work. The organization's integration of culture, environment, and digital tools to establish a hybrid self model that is important currently, where development meets the need for continuous access and productivity, is an excellent illustration of this issue.

6.2. Deloitte: Culture-Led hybrid identity management

The Culture Web Framework utilises the sure that work, individuals, and the workplace are able to accommodate shifting employee values and goals. Deloitte seeks to make sure that a shared culture is present at all the amount of the blended experience through its emphasis on the way leaders act, recognising those who do well, and arriving up with innovative concepts.

In this case, values-driven communication and individualised engagement assists hybrid selves. But there remain challenges with fair equal treatment, a generational variety, and shifting employee expectations in talent markets where there are a lot of choices. Culture serves as a tool and a place where individuals struggle over their identity. That lets Deloitte's approach highly human-centered and extremely challenging for organisations.

6.3.NHS Trust: Role-Based constraints and identity fragmentation

The NHS Trust case shows how a hybrid approach can be affected by problems with operations and organisational structures. It's clear that there is a gap between people who work on the production lines and people who work in management, since only people who work in management can work from home. And the primary issues are still that not every individual has the use of accurate tech systems and digital tools, which makes it more difficult to get accomplished (**HubStar, 2024**), and that there requires to be organised monitoring (**Trust S. C., 2022**).

Efforts to support hybrid work include policie, localized strategies, and well-being programs, but infrastructure gaps and cultural cohesion remain challenges. The NHS model highlights how hybrid work in the public sector must reconcile equity, service continuity, and emotional labor in ways that deeply affect personal and professional identity.

In all three cases, blended employment offers people power but additionally causes an immense amount of pressure on them. Microsoft is a leader in technology, but it has difficulties with visibility and monitoring. Deloitte demonstrates a culture-based model which allows individuals to express their sense of self through purposeful management and design. NHS Trusts emphasise service delivery and operational responsibility. The approach by which NHS Trusts manage blended work is identical to the way public services regulate flexibility with operational responsibility.

7. Conclusion

The concept of the hybrid self is one of the concepts that has emerged as a result of the increasing reliance on hybrid work systems. Addressing it may require the organizations under study to adopt different strategies based on the prevailing leadership style and

organizational culture. Managing this concept goes beyond consideration of other organizational issues, as these strategies seek to reconcile the personal and professional self.

Individuals in the context of hybrid work are forced to reshape their identities in a way that adapts to the surrounding organizational environment. This requires organizations to redesign their organizational structures, supported by appropriate strategies, to support the new self of individuals.

After transitioning to a hybrid work system, the international organizations under study fell into the problem of digital contradiction. This is evident in their reliance on digital tools and solutions, on the one hand, and the increased levels of professional pressures and the definition of the boundaries of each individual's identity, on the other.

Perhaps what should be suggested here is the need to focus on how individuals understand their personal and professional selves, not just their work itself. Here, the role of an appropriate leadership style emerges in facilitating the understanding of hybrid work requirements by individuals working within organizations, as it is a constantly changing system that has a significant impact on ensuring organizational flexibility and enhancing the hybrid self.

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