

Effective Hybrid Working Models to Improve Employee Performance and Engagement in Organizations

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ABSTRACT

The hybrid work model has become a rapidly growing trend in the world of work, especially since the COVID-19 pandemic. This model allows employees to work from home or the office, providing greater flexibility. Its implementation brings challenges related to team management, communication, and employee engagement. This study aims to analyse how organizations can develop effective implementations of the hybrid work model. The main focus of this study is on the importance of technology, training, and organizational culture that supports employee adaptation. Findings show that companies that have successfully implemented this model are those that provide adequate technology training, create open communication channels, and develop policies that support employee well-being. An inclusive and data-driven approach to managing employee performance and wellbeing has proven to be key to the successful implementation of the hybrid work model. Going forward, companies must continue to monitor the effectiveness of this model to adapt to changing market needs and demands. It is important for companies to create an environment that supports flexibility and productivity without compromising employee wellbeing.

INTRODUCTION

With the development of technology and changes in the world of work, the hybrid working model is increasingly being implemented by companies in various sectors. This model combines elements of remote and office work, providing flexibility for employees in determining where and when they work. In response to global situations, such as the COVID-19 pandemic, many companies have implemented this model to continue operating effectively (Simons & Mayer, 2022). Adapting to this hybrid work model not only involves changes in communication and collaboration, but also affects employees' adaptation to the way they work and interact with colleagues (Sullivan & Lee, 2021).

The implementation of the hybrid work model also reflects a paradigm shift in human resource management that requires organizations to be more adaptive to employee needs and the dynamics of the modern work environment. This flexibility not only affects work patterns but also expectations regarding work-life balance and a more participatory and results-based leadership approach. An organization's ability to adjust its

management policies and strategies to changes in digital work behavior is a key factor in maintaining employee performance and loyalty.

The successful implementation of the hybrid work model depends on the organization's ability to manage this transition effectively. Employees must adapt to a more flexible yet productive work pattern. The challenge for companies is how to ensure effective collaboration between teams working from home and in the office (Behre et al., 2022). This is in line with the findings of Mendrika et al. (2021), which show that the effectiveness of work from home programmed is highly dependent on the organization's ability to manage work systems, communication, and support for employees during the adaptation process. This adaptation includes building an inclusive corporate culture and developing new skills that support remote working (Cascio & Montealegre, 2016).

In many cases, companies often find it difficult to encourage employees to adapt to the hybrid working model. Employees may find it difficult to maintain a balance between work and personal life, or experience difficulties in maintaining effective

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communication with their team. In addition to structural factors, individual aspects also play an important role in this adaptation process. Darmawan (2017) emphasizes that employee personality has a direct influence on performance and how a person adapts to a dynamic work environment. Performance measurement and results management are also aspects that need to be considered. It is important to understand how hybrid working models can be implemented effectively and how employees can adapt to this situation (Choudhury et al., 2020).

One of the main problems faced by organizations in implementing hybrid working models is how to ensure that employees remain productive even when working from different locations. Without direct supervision, managing performance and evaluating employee work results can become more complex. This requires an effective system for monitoring work results and providing constructive feedback, without sacrificing the flexibility desired by employees (Gartner, 2021).

The effectiveness of the hybrid work model greatly depends on the organization's ability to build a strong, results-oriented culture of collaboration (Darmawan et al., 2020). Employees need to feel that they share a common goal even though they work separately, so that a sense of collective responsibility is maintained. Innovative behavior becomes an important element that drives engagement and adaptation in a dynamic work environment. In line with the views of Mardikaningsih and Darmawan (2022), innovative behavior has a significant influence on increasing employee engagement, which indirectly strengthens communication, coordination, and work effectiveness in hybrid teams.

In many cases, adapting to a hybrid work model can exacerbate communication problems between teams. Remote teams may feel isolated, while teams in the office may find it difficult to collaborate directly with colleagues working remotely. This can lead to gaps in decision-making and strategic planning involving all parties (Lunden, 2021). Managing relationships between employees working in different locations requires a more innovative approach to communication and team management. In line with this, Mardikaningsih and Darmawan (2022) emphasize that innovative behavior has a significant influence on increasing employee engagement, which indirectly strengthens communication, coordination, and work effectiveness in hybrid teams.

Observing the adoption of hybrid working models and employee adaptation is crucial because this trend is expected to continue growing even after the pandemic ends. An organization's ability to manage this flexible working model will affect its long-term competitiveness. Companies must understand how employees can adapt to these changing work patterns and how they can remain motivated and maintain their engagement with the company. An effective work model that can support employee adaptation is key to ensuring the sustainability and success of organizations in the future.

The purpose of this study is to analyse how companies can develop and implement effective hybrid work models, as well as how employees can adapt to more flexible work patterns based on different work locations. This research also aims to understand the challenges faced by organizations in ensuring sustainability and high performance in hybrid work models, as well as strategies that can be used to support employees in this adaptation process.

RESEARCH METHOD

A literature review approach was used to collect and analyse relevant information related to the topic of hybrid working models and employee adaptation. In this study, the literature used included various scientific articles, industry reports, and related sources that examined the application of hybrid working models in modern organizations. This approach allows researchers to gain an understanding of how organizations adopt hybrid work models and how employee adaptation affects team performance and dynamics. This analysis also includes an evaluation of findings from previous studies, both those based on experimental results and observational studies (Sullivan, 2020).

The data analysis process in the literature study approach was carried out by sorting relevant research, mapping the main findings from various sources, and assessing the methodology used in each study. The literature used may include an analysis of trends among organizations in implementing hybrid work models and their impact on employee engagement and motivation. The references used are taken from sources that have high reputation and credibility in the field of human resource management and organizations, thus ensuring the validity and relevance of the findings (Nadler & Tushman, 2021).

When reviewing literature related to hybrid work models, it is important to consider the dimension of human resource quality as a factor that directly influences the effectiveness of the

model's implementation. Darmawan et al. (2020) emphasize that human resource quality is closely related to employee performance and loyalty, where improvements in individual competence and well-being contribute to organizational stability and sustainability. This means that organizations must balance work flexibility with employee development strategies that focus on increasing capacity, motivation, and commitment to company goals.

Through this approach, researchers can identify patterns that emerge in the implementation of hybrid working models and see how different adaptation strategies can be applied in various types of organizations. This literature study also helps in understanding the common challenges faced by organizations in managing flexible working models and how employees can adapt to these changes. By comparing findings from various literature, researchers can provide more comprehensive insights into the factors that influence the success or failure of implementing hybrid working models in organizations (Cascio & Montealegre, 2016).

RESULT AND DISCUSSION

The adoption of hybrid working models has grown rapidly in recent years, especially after the COVID-19 pandemic forced many organizations to adapt to new ways of working. This working model allows employees flexibility in determining their work location, whether in the office or from home, opening up opportunities for companies to innovate in human resource management. Although it is seen as an efficient solution in the face of change, the implementation of a hybrid work model still presents significant challenges for many organizations, particularly in terms of performance management, communication, and employee engagement. In this situation, companies need to understand how to design a system that not only supports productivity but also employee well-being in order to stay connected to the organization's goals (Nisa et al., 2022).

In line with this, the effectiveness of implementing a hybrid work model greatly depends on how organizations are able to manage their human resources strategically. A company's competitive advantage is strongly rooted in adaptive and innovative human resource management practices, which enable organizations to maintain optimal performance even when faced with a dynamic work environment. Therefore, a company's ability to balance work flexibility with employee competency development is a key factor for long-term success.

Some company leaders claim that remote working "damages company culture" and makes it difficult to train new employees. This is due to the lack of social interaction between employees and training for new employees, who are usually guided and observe first-hand how the business operates, the company culture, and how employees interact within the company (Ainurrofiq & Amir, 2022).

As hybrid working models evolve, companies must pay attention to the role of technology as a key enabler of operational efficiency. Digital communication platforms such as Zoom, Microsoft Teams, or Slack play an important role in maintaining smooth workflows between employees working remotely and those in the office. The adoption of this technology also creates new challenges in maintaining interpersonal relationships among team members who are separated by distance and time (Singh, 2022). The digital revolution has transformed the fundamental ways in which companies conduct business to create wealth (Hitt et al., 2001). This revolution, driven primarily by new technologies and globalization, has created a competitive landscape with substantial uncertainty. However, there are always opportunities in uncertain situations, and companies must recognize every opportunity and capitalize on it immediately in the right way (Utoyo et al., 2020). It is important for organizations to invest in training employees and managers so that they can utilize technology effectively and adapt to this more flexible way of working (Rojak & Khayru, 2022).

Although technology and policies can facilitate the adoption of a hybrid working model, its success depends heavily on the organization's ability to create a supportive culture. Organizations that take an inclusive approach and prioritize open communication and good management will find the transition to this work model easier. Employees who feel empowered and fully supported by the organization will find it easier to adapt to these changes, which in turn can increase their productivity and well-being (Nadeem, 2022). It is important for organizations to pay attention to every element that can support the success of the hybrid work model, whether in terms of infrastructure, management, or organizational culture.

To ensure the effective implementation of the hybrid work model, companies need to design a comprehensive approach that focuses on employee needs as well as organizational goals. The hybrid work model combines working from home and working in the office, providing flexibility for employees to work from the location that best supports their productivity (Choudhury et al., 2020). It is important for

companies to ensure adequate technological infrastructure to support effective remote communication. For example, digital collaboration platforms such as Microsoft Teams or Zoom should be integrated into the work culture to facilitate smooth communication between team members, whether they are working in the office or remotely. This technology enables more flexible and collaborative workflows, while maintaining connectivity between individuals in the team (Ateeq, 2022).

The hybrid working model is a cost-cutting strategy often used by companies, but working from home clearly results in relatively short-term cost savings. Cost savings for many businesses, especially for small and medium-sized enterprises and start-ups (Kumar & Das, 2022). One of the main challenges in implementing a hybrid working model is creating an inclusive culture and keeping employees engaged. To be effective, companies must maintain a balance between flexibility and the need to continue building interpersonal relationships within the organization. One way to do this is by facilitating regular face-to-face meetings for teams to maintain stronger social relationships and ensure that all members feel involved, whether they are working in the office or from home. Holding scheduled face-to-face meetings provides opportunities for employees to interact directly and build stronger bonds, which are important in building a cohesive team (Gartner, 2021).

Companies also need to consider developing management skills to support the hybrid work model. Managers must be trained to manage virtual and face-to-face teams effectively. This includes how to provide constructive feedback, motivate teams, and ensure that all employees, regardless of location, feel supported and involved. According to Mardikaningsih and Darmawan (2022), the application of situational leadership strategies is key to improving managers' ability to adapt to change and maximize team performance amid organizational dynamics. This approach is relevant to hybrid working models that demand high flexibility and empathy from leaders in managing diverse working conditions. Employees who work remotely may feel isolated or neglected compared to those who work in the office. Therefore, companies must provide training to managers so that they can detect signs of potential problems such as lack of engagement or emotional isolation (Staples, 2020; Eddine & Darmawan, 2022).

Companies need to pay attention to employee wellbeing when implementing hybrid working models. Wellbeing programmed can help

employees overcome the emotional and psychological challenges that arise during the transition to hybrid working models. A wellbeing-based approach may include mental health support, flexible working policies, and programmed that priorities work-life balance. Darmawan et al. (2021) state that mental well-being and individual adaptability are key factors in coping with rapid social and technological change. This approach is relevant for modern organizations that want to maintain the psychological stability and performance of their employees amid the dynamics of hybrid work. According to Pfeffer (2020); Eddine et al. (2021), companies that support employee welfare will see an increase in employee performance and loyalty in the long term. To that end, policies that support stress management and the creation of a positive work environment need to be implemented.

Open and transparent communication is an important element in ensuring the success of the hybrid working model. Employees must feel empowered and have channels to express their ideas or concerns. Companies must ensure that communication between management and employees is two-way, both directly and through digital communication platforms. In line with the views of Gardi et al. (2021), communication serves as a means of building and maintaining quality relationships across organizational boundaries, thus becoming an important foundation for creating trust and effective collaboration. Internal communication strategies also need to be adapted to technological developments and modern work dynamics in order to remain relevant and inclusive. With this approach, employees feel more valued, and the company can respond more quickly to any issues that may arise. The implementation of open communication also facilitates adaptation to changes within the organization (HBR, 2020).

In practice, companies must develop clear policies regarding hybrid working models, including work schedules, productivity expectations, and procedures for accessing the resources and support that employees need. Clear policies will help avoid confusion among employees regarding their responsibilities and ensure that high performance standards can be maintained amid the flexibility of the working model. This is important considering that, as explained by Djaelani and Darmawan (2022), workload has a significant influence on employee performance, so that unstructured work systems can lead to decreased productivity and work stress.

This organized approach ensures that the hybrid working model can function effectively without confusing or burdening employees (Sullivan, 2020).

Companies need to regularly measure the effectiveness of the hybrid working model's implementation. Frequent evaluations of how the hybrid working model works in increasing employee productivity and engagement are essential. Through employee surveys or feedback from management teams, companies can gain a clearer picture of the challenges faced in implementing this system. Proper evaluation can provide valuable input for continuous improvement. The results of the evaluation can be used to adjust hybrid work policies to better suit employee needs and organizational goals (McKinsey & Company, 2021).

Companies need to ensure that the results of the evaluation do not stop at the administrative level, but are truly integrated into long-term management strategies. The implementation of data-driven policies based on evaluation results will help companies understand productivity patterns, work preferences, and factors that influence employee satisfaction more comprehensively (Darmawan et al., 2022). In this way, hybrid work policies can be continuously calibrated to maintain a balance between organizational efficiency and employee welfare, while creating a work culture that is adaptive to change.

To support employees' adaptation to the hybrid working model, companies can provide training and resources that help employees manage their time more efficiently. These training programmes can cover ways to organize work schedules, maintain self-discipline, and manage virtual interactions with colleagues and superiors (Fared & Darmawan, 2021). Such training will strengthen employees' independence and productivity when working from home, as well as reduce the potential for feelings of isolation or marginalization that can arise in less traditional work settings (Deloitte, 2020).

One factor that companies need to consider is flexible office space management. Although the hybrid work model allows employees the flexibility to work from home, companies still need to consider adequate office space management that supports efficient collaboration. Offices should be designed to support easy collaboration, with good meeting room facilities and technology that enables face-to-face and virtual meetings simultaneously. A flexible and adaptive office design for the hybrid work model will encourage better employee engagement when they work in the office (Harvard Business Review, 2020).

The hybrid workplace is the future of work. And as Rebalanced Work explains, it can create extraordinary and effective results for both employees and companies. When given the power, trust, and energy to choose where and how they paint first-class work, employees will thrive. And businesses that provide this will increase their innovation and improvement. Employees become more flexible and gain greater freedom in terms of how, when, and where they work. With a hybrid workplace environment, everything contributes to fostering an environment that promotes productivity, collaboration, innovation, and security (Hassan et al., 2022). Darmawan (2020) emphasizes that a positive work climate plays a central role in improving employee performance, as a conducive working atmosphere can foster commitment, satisfaction, and a sustainable work ethic.

The successful implementation of a hybrid working model requires collaboration between managers and HR teams in creating a system that can adapt to the needs of each employee. HR teams must identify the strengths and challenges of individuals in working remotely and implement policies that address diversity in working styles. In some cases, not all employees feel comfortable or productive in a work-from-home environment, so managers must be flexible in adjusting work methods based on each individual's characteristics and preferences (Cohen & Morrison, 2020).

Effective communication between leaders and employees is a crucial factor in maintaining coordination and a sense of togetherness. Transparency in communicating goals, expectations, and work results will help reduce misunderstandings and strengthen mutual trust among team members. The use of collaborative technologies such as project management platforms and online communication enables more efficient interaction without compromising the quality of professional relationships. This approach not only improves work efficiency but also strengthens an adaptive and inclusive organizational culture amid changing work model.

Employees who adapt to the hybrid work model should also be encouraged to develop skills in managing the balance between work and personal life. Some employees may find it difficult to separate their personal and professional time, which can affect their well-being. Companies can offer self-development programmes and wellness training to help them manage more flexible working hours. Policies that take employee well-being into account will also help increase loyalty and maintain optimal performance in the long term (Pfeffer, 2020).

The successful implementation of a hybrid work model is also influenced by an organization's ability to create a strong corporate culture. An organizational culture that supports innovation, transparency, and inclusivity will improve employee adaptation to new ways of working. Companies must foster mutual trust between managers and employees and encourage open and supportive communication among team members, even if they are located in different places. With a strong culture, the implementation of a hybrid work model becomes smoother and has a positive impact on team performance (Gartner, 2021).

The implementation of a hybrid work model is not just a matter of policies that allow employees to work from home or the office, but more about how companies can create a supportive ecosystem so that the transition can run smoothly and efficiently. This includes various aspects ranging from technology, policies, organizational culture, to effective team management. The key to success in implementing a hybrid work model lies in the company's willingness to manage this change systematically and comprehensively, as well as ensuring that employees feel connected to the organization's goals and values (Radonić et al., 2021). Thus, not only will productivity increase, but so will employee engagement and loyalty to the company.

Over time, companies need to continuously evaluate the effectiveness of implementing a hybrid work model. Employee engagement surveys, open discussions, and objective performance measurements will be very useful in obtaining the feedback needed to refine this work system. Managing employees in a hybrid work model is not only about flexible policies, but also about how companies maintain a balance between flexibility and open communication, as well as ensuring that each individual can develop and contribute to the maximum extent possible (Chellam, 2022). The Hybrid Working Model should not aim to dictate employers' internal work organization or workers' choices. Instead, it should aim to facilitate the implementation of flexible working conditions, ensuring a minimum level of protection for workers (Grzegorzczuk et al. 2021). The success of the hybrid work model should be viewed as an ongoing process, with continuous improvements in line with the needs and challenges faced.

Finally, it is important for companies to view the hybrid work model as an opportunity to innovate in managing human resources and improving overall organizational performance.

With the right approach in terms of training, infrastructure, and a supportive culture, the hybrid work model can become a competitive advantage that benefits not only employees but also the future development of the organization. Adapting this work model wisely will help companies not only survive amid uncertainty but also thrive in an ever-changing world of work.

CONCLUSION

Implementing a hybrid working model in an organization requires the right approach to ensure employee effectiveness and well-being. The success of this model depends not only on flexible policies, but also on the company's willingness to build supporting technological infrastructure, provide training to managers and employees, and create an inclusive and communicative organizational culture. Employees who feel empowered and supported in a hybrid work environment will find it easier to adapt to change, which in turn supports increased productivity and engagement. Companies must continuously monitor and evaluate the effectiveness of this work model to adapt to the organization's needs and changing conditions.

The success of implementing a hybrid work model also depends heavily on the organization's ability to build an effective communication and coordination system across locations. Companies need to ensure that every employee, whether working in the office or remotely, has equal access to information and the same opportunities to participate in the decision-making process. This will maintain a sense of togetherness and fairness, while minimizing the risk of social and professional gaps between employees. These efforts will not only strengthen team cohesion, but also foster a sense of ownership of the organization's vision and mission.

Recommendations for companies implementing a hybrid working model are to pay more attention to digital technology and communication training for employees and managers. Companies must ensure fair and transparent policies regarding the rights of employees who work from home or the office. A more personalized and data-driven approach to managing employee performance is also important to achieve measurable results and increase employee satisfaction. Going forward, companies need to ensure that they can adapt this approach to the ever-changing dynamics and maintain strong relationships between all team members.

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