THE EFFECTIVENESS OF HYBRID WORKING IN IMPROVING EMPLOYEE WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE

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Abstract

Technological advances have changed the traditional work paradigm into a more flexible model, especially the Hybrid Working work model, which combines working from the office (WFO) and working from home (WFH). This model has gained popularity during the COVID-19 pandemic as companies try to adapt to the new reality. This study investigates the impact of hybrid working on work-life balance. The goal is to understand how this work model can improve employee Work-Life Balance. The research methodology used is a library research method, which involves collecting and analysing relevant academic sources, including journals, articles and publications related to Hybrid Working, work-life balance and employee performance. Research design involves thorough selection, screening, and analysis of literature to gain meaningful insights. Findings show that Hybrid Working significantly improves work-life balance, leading to increased productivity and employee performance. Key aspects include improved time management, reduced stress, and increased commitment to the organization. This model allows employees to fulfil personal responsibilities while maintaining work efficiency. Companies or organizations that adopt hybrid working are expected to increase employee productivity, welfare and loyalty, reducing overall turnover rates. Effective implementation depends on leveraging technology, strong leadership, and supportive policies.

Keywords: *Hybrid working, Work life balance, Employee performance*

A. INTRODUCTION

Technological advancements and developments have changed the paradigm of traditional work models. Where, currently it has been replaced by a more flexible Hybrid Working model. The Hybrid Working paradigm can be interpreted as a work model that combines working in the office or Work from Office (WFO) and working from home or Work from Home (WFH) (Santillan et al., 2023). The Hybrid Working model itself has become popular for many companies since the outbreak of the Covid-19 pandemic. Since then, Hybrid Working has become a trend of work models that continues to develop and is increasingly applied in the modern world of work (Krajčík et al., 2023). In practice, the Hybrid Working model reflects the ability of individuals to do their work both remotely and in an office environment. Based on the studies that have been conducted, Hybrid Working itself provides many significant benefits for the company. (Williams & Shaw, 2024)

This is because Hybrid Working creates a better balance between work and personal life of employees. So that it has a positive impact in supporting efforts to achieve equality, welfare, inclusion and improving employee performance (Daulay & Asikin, 2024). Previously, it was important for companies to have a strong commitment as well as diversification and retention of employees. This is so that when companies adopt a Hybrid Working work model, it can have a positive influence on the company's sustainability (Chafi et al., 2022).

Work-life balance is important to improve employee welfare and productivity. Everyone needs a balance between work and personal life. When an employee is unable to fulfil the work-life balance, it will cause medical and psychological disorders. One form of psychological disorder is stress that causes a person to be susceptible to heart disease and stroke. Companies that actively encourage a good balance between work and personal life will increase employee productivity and well-being. This is because it can indirectly increase employee job satisfaction and increase employee commitment and reduce work stress in employees (Darpin et al., 2023).

Job satisfaction itself is a consideration for employees in providing affective responses from work and emotional experiences obtained. Job satisfaction is an important concept for companies in measuring the performance and work morale of individual employees. One of the main factors that supports employee job satisfaction is the balance between the world of work and the employee's personal life. High job satisfaction and work-life balance have a significant positive influence on the productivity and morale of every employee (Indra & Rialmi, 2022)

Previous research on hybrid work and work-life balance has explored the relationship between flexible work arrangements and employee well-being. Early research focused on the shift from a traditional office-based model to a more flexible hybrid structure, examining how this change impacted employee satisfaction, productivity, and work-life integration. Scholars have highlighted the dual impacts of hybrid work, noting both positive and negative outcomes. On the one hand, hybrid models can offer greater autonomy, reduce commuting time, and allow employees to manage their work schedules more effectively, thereby improving work-life balance. On the other hand, hybrid work can pose challenges such as role ambiguity, difficulty separating work and personal life, and potential overwork due to blurred boundaries between home and office spaces. Research has also shown that the success of hybrid work in improving work-life balance is dependent on organizational culture, management support, and the availability of resources to support flexible work practices. While hybrid work has promise, its impacts on work-life balance are complex and multifaceted, requiring careful management to optimize its benefits.

This literature review aims to analyse the extent of the positive impact of the hybrid working model in improving work-life balance. The results of the study are expected to contribute to the development of human resource management theory in improving work-life balance with the hybrid working model system. As well as providing alternative work models for practitioners and managers by implementing hybrid working so that it has a positive impact on employee work behaviour, by paying attention to the role of organizational culture, management support, and the availability of resources to support flexible work practices Although hybrid work is promising, its impact on work-life balance is complex and diverse, so it requires careful management to optimize its benefits.

B. LITERATURE REVIEW

The Concept of Hybrid Working

Hybrid working model is a work model in which in practice workers get flexibility in determining when and where to work. Since the emergence of the Covid-19 pandemic phenomenon, many workers have been required to follow the transformation of the in-office work model to a remote/remote work model to a hybrid work model. The hybrid work model was widely applied during the Covid-19 pandemic because it is a combination of the work from office (WFO) model with the work from home (WFH) model. This work model gives you freedom about when and where employees can work. This is what causes work productivity to increase during the Covid-19 pandemic. The hybrid work model itself is divided into 3 types of combinations, namely:

1. The remote first model is a work model that is based on the principle that all employees who work are not required to come to the office. Unless there is an urgent need for a meeting that requires employees to come in one or two days a month in the office.
2. Office Occasional, is a model that allows employees to work remotely and occasionally carry out work activities in the office to complement social needs in work balance. In this case, leadership management must implement a policy to prevent differences in assumptions between employees who work in the office and employees who are asked to continue working remotely.
3. Office first, remoted allowed, is a combination of remote work and occasional work in the office. This means that some employees and leaders come to the office regularly and for those who choose to work remotely, they must stay connected and participate in discussions with employees in the office (Utami, 2023)

The implementation of the hybrid work model itself cannot be separated from the use of digital technology developments. The advancement of digital technology itself is a means of making it easier for companies to control the productivity of their employees' performance. Digital technology plays an important role that encourages the effectiveness and flexibility of hybrid work models in channelling information and communication to always be connected to colleagues who are busy in the office. The growth of collaborative technology supports communication and teamwork that takes place virtually. For example, collaborative technology platforms are the Zoom, Slack, and Microsoft Teams applications that allow effective collaboration without the need to carry out physical work in the office (Novianti, 2024)

From various studies, it has been found that Hybrid Working has an impact on the growth of employee motivation and morale. Hybrid Working provides opportunities and opportunities for employees to get a balance of time and place to work that can be carried out in the office or at home. The implementation of a hybrid work system provides a comfortable situation for employees. Where, when employees work with a hybrid work model, employees can work while controlling their families. Meanwhile, when employees work in the office, it is an opportunity for employees to maintain social relationships and build interaction relationships with fellow employees. That way, the concept of hybrid working is more in demand than requiring employees to work in the office. So hybrid working has been considered the right solution to increase employee performance productivity and maintain employee social relationships (Suzana & Siagian, 2022)

Work-life balance

Work-life balance can be interpreted as a person's ability to maintain a balance between the demands of work and the needs of his or her personal and family. This work-life balance can be achieved when a person is able to fulfil his responsibilities at work while meeting the needs of his or her home. For an employee, work-life balance can increase performance productivity, enthusiasm at work and foster physical and mental satisfaction. Meanwhile, for the company, it has a positive impact on improving the performance and productivity of employee contributions to the company and increasing its attractiveness for the company as a workplace that guarantees the welfare of all its employees. In addition, for the community, it also has an impact on improving the welfare of families and society as a whole.

Therefore, work-life balance is very important for companies in ensuring employee welfare. Where, employees who get Work-life balance while working will make them make a better contribution to the company. So that it affects employee involvement in improving their performance in the company. Thus, the job satisfaction obtained from Work-life balance makes employees more motivated and committed to working better in the company. So indirectly, Work-life balance provides opportunities for employees to develop their skills and knowledge (Hendra & Artha, 2023)

Work-life balance has been proven to have a direct positive impact where, employees feel that their personal life can improve performance in carrying out their work. Thus, Work-life balance also affects employee loyalty to the company. An employee who has a high work-life balance will easily enjoy job satisfaction and satisfaction in spending time with family so as to prevent the onset of psychological disorders such as stress in employees.

In addition, the balance that employees get also affects employee honesty. Where, a person who does not have balanced job satisfaction will cause negative views and feelings about the job. For example, such as committing acts of cheating or other actions that violate discipline. On the other hand, employees who have job satisfaction both in the world of work and outside of work tend not to have negative views and feelings about their work (Ma'ruf, 2021).

Employee Performance

Employee performance is the achievement of measurable employee work results either in terms of quality or quantity in carrying out their duties and responsibilities. Employee performance in the company is a response to the success or failure of the company's goals that have been set. Employee performance itself can be interpreted as a benchmark for an employee during a certain period in carrying out his duties and responsibilities as a whole. In this case, various indicators that are generally used as a measure of comparison are work performance standards, targets and objectives as well as other criteria that have been agreed upon beforehand.

The purpose and benefits of employee performance appraisal include measuring the extent to which employees are successful in doing their jobs, as a basis for evaluating the effectiveness of company activities and as a tool or indicator that determines what employees need to achieve good work performance. In this case, the elements that are generally used as the basis for assessment are employee loyalty, work performance, honesty, discipline, responsibility, personality, creativity and cooperation (Fadjar & Meithiana, 2018)

C. RESEARCH METHODS

The research method used is a literature review method or literature review, which is to review scientific articles that have been published. The first stage is the collection of literature sources that are appropriate and relevant to the topic being researched. The keywords used to search for relevant articles are "Hybrid Working" and "Work-life Balance" and "Employee Performance". Search using a machine on google scholar with restrictions on articles published from 2020 to 2024 during the covid and after the covid 19.

The second stage is information selection and screening. After gathering sources for research, the next step is to select and filter those sources. The selection base on articles published in international journal related the topic of research. From the collected articles, the researcher determined 7 articles that were considered the most relevant to the research topic to be analysed. After the selection is then carefully analysed, each source is thoroughly examined to obtain a comprehensive understanding of the results, research methodology, and conclusions from previous studies. After that, the results of the research will be combined to find variations, patterns, and differences to answer the research question.

D. RESULTS AND DISCUSSION

The results of screening of the collected articles, the researcher conducted an in-depth review of 7 articles relevant to the research objectives. The review results are as follows:

Table 1: Data of Articles Reviewed

No	Author and Year	Title	Method Used	Result

1	Eng et al., (2024)	Hybrid workers describe aspects that promote effectiveness, work engagement, work-life balance, and health	Qualitative research approach using a reflexive thematic analysis	Employees find that the hybrid work model, which combines onsite and remote work, can be an optimal solution that overcomes the limitations of each work environment. Achieving a sustainable hybrid work-life balance requires a combination of organizational-level and individual-level strategies. Key success factors for hybrid work include: (i) combining onsite and remote work environments to support work effectiveness, (ii) promoting socialization and collaboration both onsite and remotely to enhance work engagement, (iii) utilizing suitable ICT solutions, digital maturity, and structured communication to boost work engagement and effectiveness, and (iv) providing workplace flexibility, empowerment, and personalized strategies to promote work-related health and work-life balance.
2	(Williams & Shaw, 2024)	Hybrid working – Benefits and challenges for productivity and performance	Mixed methods approach, combining qualitative and quantitative methods	Hybrid working offers benefits such as reclaimed commuting time, greater personal time, improved work-life balance, and less-interrupted workspace. Hybrid working also presents challenges related to the transparency of staff reward and recognition, the potential for masked burnout, and difficulties with purposeful team communication.
3	J. Hopkins, A. Bardoel (2023)	The Future Is Hybrid: How Organisations Are Designing and Supporting Sustainable Hybrid Work Models in	Qualitative approach with semi structured interviews	The paper identifies five key types of post-pandemic work arrangements, including full-time office work, full-time remote work, and three different forms of hybrid work. The authors developed

		Post-Pandemic Australia		a model of five pillars for successful hybrid work, including alignment with organizational goals, workplace culture, communication, employee wellbeing, and future skills. Appropriate technology and infrastructure are critical to support the new hybrid work arrangements.
4	Gazala et al., (2023)	Impact of Hybrid Work Culture on Organizational Effectiveness	Qualitative approach with cross-sectional survey research design	The results of the study show that remote workers are more productive than those who work on-site. there is a positive association between employee engagement and both remote and hybrid work arrangements, demonstrating that these flexible work models have a beneficial effect on employee engagement
5	Beno, (2021)	On-Site and Hybrid Workplace Culture of Positivity and Effectiveness: Case Study from Austria	Mixed research methods, combining quantitative and qualitative approaches	Hybrid working models are associated with higher positivity and effectiveness compared to cubicle working models. Hybrid workers exhibit more positive behaviours such as being more supportive, caring, rewarding, forgiving, and inspiring compared to cubicle workers. There was no significant difference between hybrid and cubicle workers in terms of respect and dignity-related behaviours.
6	Chafi et al., (2022)	Post-Pandemic Office Work: Perceived Challenges and Opportunities for a Sustainable Work Environment	Qualitative studies	The results describe opportunities and challenges with the adoption of remote and hybrid work from individual, group, and leadership perspectives. The main benefits of remote work were increased flexibility, autonomy, work-life balance and individual performance, while major challenges were

7	Krajčík et al., (2023)	Hybrid Work Model: An Approach to Work–Life Flexibility in a Changing Environment	Qualitative studies used a web-based questionnaire survey as the primary research method.	social aspects such as lost comradery and isolation.
				The research findings indicate that employees value time flexibility, although localization flexibility is also growing in importance. The proposed hybrid work model seems to be the most suitable solution in line with the employees' preferences.

The Importance of Work-life Balance for Employees Performance

Work-life balance is a condition in which an employee is able to balance his work needs and his family life. This condition helps a person maintain a balance in his life and prevent conflicts between his personal life and his work. A person who is able to apply Work-life balance in his life will make himself more productive in doing everything. This is because it adds conditions that support a person to increase their work productivity and increase their creativity. On the other hand, if a person is not able to manage their work-life balance well, their performance will tend to decline and interfere with other areas of life. This usually happens because of the high demands of the jobs provided by the company (Aliya & Saragih, 2020)

Based on what McDonald and Bradley (2005:3) have several indicators that are aspects of measuring Work-life balance in an individual:
1. Time Balance
   It is one of the aspects that measures a person's balance and equality in giving his time to work with his time with his family or personal life.
2. Involvement Balance
   It is an aspect of individual psychology in balancing between oneself, family and work. This aspect explains the psychological condition of an employee who will be shaped by how the employee is committed to his decision to achieve a work-life balance. This plays an important role in balancing a person's life so that there is no conflict and confusion in a person to carry out the three balances.
3. Satisfaction Balance
   It is an individual's state in shaping his level of satisfaction with the balance of himself, his family and his work. This satisfaction is a form of response to whether or not an individual succeeds or fails in balancing his work responsibilities and his personal life (Dina, 2018)

The implementation of the Work-life balance system has a significant positive impact on employee performance results. This is because in addition to the work demands that the company gives to employees, the company gives employees the opportunity to meet their personal needs. So as to provide a positive perception of employees towards the company that has provided opportunities for employees to meet their personal and family needs (Windika Putri & Frianto, 2023b). Based on data from several studies in the field, it shows that all employees agree to the existence of a work-life balance system in the company. Of course, this is because the success of the implementation of Work-life balance has many benefits that support employee performance so that it has a positive impact on the company's development. In addition, the Work-life balance system also nourishes the physical and mental condition of employees. Where, a person will avoid stress and fatigue due to the demands of their work (Hizkia Panjaitan et al., 2023)

The life balance that a person has is proven to improve employee performance. So that indirectly Work-life balance also increases the company's commitment. The implementation of a good work-life

balance will arouse the enthusiasm and commitment of employees to the company (Williams & Shaw, 2024). So as to increase job satisfaction which causes employees to want to continue to survive and settle in the company. Employees will feel attached to the company which then encourages employees to work harder at their jobs and makes employees want to stay in the company. Employees who have a strong commitment and trust to continue to contribute to their company and will bond themselves and show their loyalty to the company. This is because they grow feelings and awareness that they are an important part of the company so that they have the right and obligation to be involved in activities in the company (Windika Putri & Frianto, 2023a)

In addition, the company's success in maintaining the work-life balance of its employees will also reduce employee turnover and increase company productivity (Darpin et al., 2023). This is due to the high loyalty and commitment of each employee to the company which is obtained from the success of work-life balance in employees. This helps the company to achieve its goals. The company's success in processing human resources, especially employee performance, will support the company to achieve its goals optimally. With the decrease in the turnover rate, it directly has an impact on the company's continuity and quality in encouraging sustainable company growth (Windika Putri & Frianto, 2023a)

The Effectiveness of the Hybrid Working Model in Improving Employee Work-life Balance and Employee Performance

Hybrid work models, which combine remote and in-office work, have gained significant traction as a strategy to improve employee work-life balance and overall performance. They offer employees greater flexibility, allowing them to tailor their work environment to their personal preferences, leading to increased job satisfaction and reduced stress (Williams & Shaw, 2024). Studies have shown that when employees are able to control their work schedule and location, they experience improved mental well-being and a stronger sense of autonomy, both of which contribute to higher engagement and motivation (Eng et al., 2024).

From a performance perspective, hybrid work allows employees to allocate time for focused, independent tasks at home, while benefiting from the collaborative opportunities provided by an office environment. This balance can lead to higher productivity, as employees have the freedom to optimize their work routines. Additionally, organizations that implement hybrid models report decreased absenteeism and employee turnover, as employees perceive their work environment as more adaptable to their needs (Daulay & Asikin, 2024).

In implementing a hybrid work model, employees who work from home will carry out their tasks and responsibilities from home by utilizing electronic media and technology so that they can stay connected and coordinated with fellow employees and superiors. This aims to maintain and control the work of employees so that it remains in accordance with the direction and goals of the company (Chafi et al., 2022). While employees who carry out their work in the office will carry out their duties and responsibilities directly in the company as usual.

In supporting the successful implementation of the hybrid work model, there are several things that need to be considered, including:
1. Utilization of technological and communication developments. The availability of increasingly sophisticated and adequate technology and communication is the most important thing in supporting the smooth and successful implementation of the Hybrid Working work model. Various technological facilities that can support the continuity of the implementation of the Hybrid Working work model include servers, facilities and other hardware and software devices. With the availability of supporting technology facilities, it will ensure that employees can stay connected with the company and always be in the communication network between fellow employees and superiors. In this case, the company can coordinate with all its employees who work from outside the company virtually.
2. Good leadership and managerial. Leadership and managerial are also one of the important factors in maintaining the implementation of hybrid working so that it can be implemented in accordance with the goals of the hybrid working model. For this reason, managerial and

leadership skills are needed in creating the right work methods and patterns. In addition, a leader and manager must always ensure that during the implementation of Hybrid Working, employees who work from home can connect during working hours to be able to communicate and coordinate with other members and their superiors in the company.

3. Company Policies. A leader or manager is important to create the right policies in implementing the Hybrid Working model. This is because in its application this work model is different from the usual conventional work model. It is important for company leaders or managers to create a policy to ensure that the work process with the application of the Hybrid Working concept can run well. The policies and roles of leaders and managers are very important to provide direction and nurture employees in carrying out their duties and responsibilities during the implementation of the hybrid working work model. This is aimed at none other than so that employees are able to carry out their work well and run optimally.

4. Types of positions and jobs. The type of position and job is something that should not be underestimated. This is because not all types of jobs and positions can be done flexibly and remotely. There are several types of jobs that require employees to come to the office such as secretaries, administrative staff, receptionists, managers and HRD staff as well as jobs in other fields that require employees to continue to carry out their work in the office. Meanwhile, professions or jobs that can be done outside the office or company environment are such as customer service, digital marketers, graphic designers, and programmers.

5. Workplace Culture. An inclusive and collaborative work culture is a key factor in the success of hybrid work. Organizations must ensure that despite differences in location, the organization's cultural values are still reflected in every interaction and work process. This includes creating a sense of togetherness and participation among all employees, both those working in the office and those working remotely.

6. Future Skills. This pillar emphasizes the importance of developing skills relevant to the changing demands of the workplace. Organizations must ensure that employees have access to the training and skills development needed to adapt to new technologies, changing work processes and increasingly flexible working models. This also includes developing digital skills and the ability to work effectively in hybrid settings (Hopkins & Bardoel, 2023).

In addition to what has been mentioned above, Eng et al. explain the key factors that must be considered for the success of hybrid work in order to improve performance and provide work-life balance, namely combining on-site and remote work environments to support work effectiveness, promoting socialization and collaboration both on-site and remotely to increase work engagement, utilizing appropriate Information and Communication Technology solutions, digital maturity, and structured communication to increase work engagement and effectiveness, and providing workplace flexibility, empowerment, and personalized strategies to promote work-related health and work-life balance (Eng et al., 2024). These elements are seen as central to creating an effective and engaging work culture. When organizations can implement these strategies in a hybrid work model, it will have a significant impact on employee and organizational performance.

From various researches conducted in the field, it was found that the hybrid work model improves the employee experience. For employees who work from home, they get higher productivity every day. This is driven by employee satisfaction with their work so as to improve employee performance. Where, employees get the flexibility to work from various locations (Beno, 2021). The application of a work model like this indirectly increases the efficient work-life balance of employees. This hybrid working model helps employees to be able to manage their work time and personal management better. Where, the benefits obtained include control over working hours and location, reducing the risk of stress and fatigue so as to increase the productivity of employee performance (Williams & Shaw, 2024).

Therefore, the Hybrid Working model allows an employee to optimize their performance so that it can run optimally, effectively and efficiently. The preference for hybrid working itself stems from the desire of employees to have the flexibility to choose when and where to work. Therefore, it can be

underlined that the implementation of the hybrid working model in the company improves the work-life balance and personal well-being of each employee, which will result in an increase in company productivity (Balance, 2023). Many of the benefits derived from implementing a hybrid work model but there are several challenges are also encountered, such as issues with transparency of staff rewards, potential for undetected burnout, and difficulties in maintaining purposeful team communication. These challenges require strategic attention to ensure hybrid models deliver optimal results (Chafi et al., 2022).

CONCLUSION
Summary
Hybrid Working is a work model that combines work from home (WFH) and the Work from Office (WFO) model. The Hybrid Working model indirectly helps employees achieve a work-life balance. This is because employees have the opportunity to be able to manage their working time and personal time better. Where, the benefits that employees get include, control over working hours and location, reduced risk of stress and fatigue due to work demands. So that it allows an employee to get a work-life balance between work and personal life.

The achievement of Work-life balance has a significant positive impact on employee performance results. This is because in addition to the job demands that the company gives to employees, the company gives employees the opportunity to meet their personal needs. Indirectly, Work-life balance also increases the company's commitment. The implementation of a good Work-life balance will arouse the enthusiasm and commitment of employees to the company. The success of the implementation of Work-life balance has many benefits that support employee performance Where, employees will further optimize their performance so that it can run optimally, effectively and efficiently.

Critical success factors identified include the integration of both remote and onsite environments to support work effectiveness, fostering socialization and collaboration to enhance engagement, leveraging suitable information and communication technology tools for communication and productivity, and providing workplace flexibility and empowerment through personalized strategies, a supportive workplace culture, effective communication, employee wellbeing, and the development of future skills.

Suggestion
Through the implementation of the hybrid working model, employees can get a balance between their work needs, family and personal life. The hybrid working model helps a person maintain a balance in his life and prevent conflicts between his personal life and his work. In this case, it is important for companies to ensure the work-life balance of each of their employees. So, before implementing this work model, there are several things that need to be considered and thought about first to support the successful implementation of the hybrid work model. In order to be able to have a positive impact on improving performance and the sustainability of the company's sustainable development.

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