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The Impact of Hybrid Work System Implementation on Employee Performance in the Digital Era

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Abstract: This study examines the impact of hybrid work system implementation on employee performance within the framework of the digital era. The acceleration of technological advancements and digital transformation has fundamentally altered the landscape of the workplace, including the domain of human resource management. The hybrid work model, which integrates remote working and on-site office attendance, is widely regarded as a strategic response to the growing demand for flexibility and efficiency in modern organizational settings. A review of numerous empirical studies indicates that the implementation of such a system yields positive outcomes for employee performance, notably through increased temporal and spatial flexibility, enhanced operational efficiency, improved work-life balance, and greater work engagement. Furthermore, hybrid arrangements contribute to higher levels of employee productivity and organizational loyalty by enabling more autonomous work structuring. The successful application of hybrid work systems, however, is highly dependent on the organization's level of readiness, which includes the availability of robust digital infrastructure, the presence of clear and consistent internal policies, and the practice of communicative and collaborative leadership. However, gaps still remain, particularly in ensuring equal access to digital resources and maintaining consistent employee engagement across remote and on-site teams. Despite its advantages, several implementation challenges persist, such as limited access to adequate support facilities, barriers in team communication, and difficulties in self-managed time allocation. Consequently, the effective deployment of hybrid work systems necessitates a comprehensive and strategic approach, accompanied by strong institutional support across all levels, in order to achieve optimal organizational outcomes.

Keywords: Employee Performance, Hybrid Work System, Work Flexibility

A. Introduction

The development of the digital era after the pandemic has accelerated the implementation of a hybrid work system as a new operational model in various organizations. This system combines remote work activities with physical presence in the office, creating a higher level of work flexibility compared to previous

conventional work patterns. In Indonesia, 72% of business leaders plan to redesign office spaces to support a hybrid work (Indonesia News Center & Microsoft, 2021). This change occurred not only because of the development of digital technology, but also because of changes in employee expectations regarding the balance between work and personal life. This shift reflects a broader transformation in workplace culture, where autonomy, flexibility, and results-oriented performance have become key priorities for both employers and employees. Organizations increasingly adopt digital collaboration tools, cloud-based platforms, and performance monitoring systems to ensure high productivity regardless of physical location. The hybrid model is also recognized as a strategic approach to enhance employee well-being, reduce operational costs, and attract top talent from various geographical locations without being constrained by traditional office-based arrangements.

A study conducted by McKinsey (2022) shows that 87% of global workers consider flexibility in choosing a work location as an important factor in determining their loyalty to the company. This condition changes the traditional management perspective that previously focused on direct supervision, to an approach that emphasizes more on achieving work results or output. This change encourages companies to create a more adaptive and trust-oriented work environment for employees. In addition, performance measurement is now more based on individual and team achievements, no longer just physical presence in the office. This paradigm shift compels organizations to redesign performance appraisal systems that reflect measurable outcomes, collaborative contributions, and innovation. The integration of digital technologies, such as project management platforms and real-time analytics tools, enables managers to monitor progress and productivity without relying on physical oversight. Companies that successfully adapt to this approach tend to experience higher employee engagement, reduced turnover rates, and improved overall organizational performance.

The hybrid work system refers to a work arrangement that combines remote work and on-site office presence, typically involving a flexible division of working days. For instance, employees may be required to work in the office for two to three days per week, while the remaining days are allocated for remote work outside the office. Hybrid working is one type of flexible working arrangement (FWA) that organizations use as a strategy to help employees balance the demands of work and personal life more effectively (Darpin et al., 2023). This work model provides flexibility for employees to organize their time and place of work according to their individual needs and situations. Thus, it is expected that employee productivity and job satisfaction can increase significantly. Organizations implementing hybrid work systems often report enhanced employee morale and retention, as individuals feel trusted and empowered to manage their own schedules. The success of this model, however, relies heavily on clear communication, well-defined performance expectations, and access to reliable technological infrastructure. A well-executed

hybrid system also fosters a culture of accountability and autonomy, which can lead to sustained improvements in both individual and organizational outcomes.

According to Sofiana et al. (2022) a hybrid work system is a flexible arrangement that integrates on-site work (Work From Office/WFO) with remote or home-based work (Work From Home/WFH). This system facilitates the achievement of a balance between employees' professional responsibilities and personal lives. It enables individuals to manage their work schedules independently and select the most suitable work setting based on the nature of the task—such as opting to work from home for tasks that require deep focus, or choosing to be in the office for collaborative, team-oriented activities. (Sumiati, 2024). The ability to adapt the workplace to this type of work also helps minimize distractions, increase concentration, and strengthen collaboration when needed, thus supporting the achievement of work targets more optimally (Mark et al., 2017). Effective implementation of a hybrid work system requires supportive organizational policies, strong leadership, and a culture that values both autonomy and accountability. Employees benefit most when provided with clear performance metrics, equitable access to digital tools, and consistent communication channels. Organizations that invest in these structural supports are more likely to realize long-term improvements in employee satisfaction, innovation, and overall productivity. Literature on hybrid work systems increasingly highlights their benefits, yet studies that specifically examine their direct impact on employee performance across various organizational contexts remain limited. Most existing research concentrates on themes such as flexibility and job satisfaction, leaving a gap in understanding how hybrid arrangements influence measurable performance outcomes. A deeper exploration of this issue offers valuable insight into how hybrid work can be optimized to enhance both individual and organizational productivity.

Despite the growing interest in hybrid work systems and their positive impacts on employee flexibility, productivity, and well-being, existing studies tend to emphasize measurable outcomes such as work-life balance, efficiency, and job satisfaction (Santillan et al., 2023). These themes, while important, often overlook deeper organizational dynamics that may significantly influence the effectiveness of hybrid work implementation. In particular, the role of organizational culture—such as shared values, leadership style, communication norms, and team cohesion—has not been sufficiently explored. A supportive organizational culture can shape employee behavior, influence motivation, and either facilitate or hinder adaptation to hybrid work models. However, only a few studies have directly investigated how such cultural elements interact with hybrid work practices to affect performance outcomes. Therefore, this study seeks to fill this gap by examining not only the structural and technological aspects of hybrid work but also the underlying cultural conditions that may determine its success in various organizational contexts.

Hybrid work systems can also be interpreted as a form of work arrangement that provides employees with the opportunity to work from remote locations, based on agreements that have been established either individually or together (Sumiati, 2024) This arrangement provides space for organizations and employees to adjust work methods according to operational needs and personal preferences. Flexible agreements between the two parties make the working relationship more adaptive to changing situations, such as emergencies or family responsibilities. Giving trust and freedom in carrying out tasks can increase employee work motivation. A work environment that can encourage the creation of a healthier, more productive, and sustainable atmosphere has a positive impact on employee performance. Hybrid work systems provide various benefits for both employees and companies. One of the main benefits is increased flexibility in managing work time and location, so that employees can adjust their schedules to their personal and professional needs. Reducing travel time is an added benefit, because employees do not have to spend hours on the road every day. This efficiency helps reduce physical and mental fatigue that usually arises from routine travel (Eng et al., 2024). Increased flexibility also contributes to a more balanced work-life balance. Employee well-being generally shows improvement under hybrid work systems, particularly in terms of mental health, as individuals are afforded the flexibility to create a work environment that aligns more closely with their personal preferences and comfort levels (Iqbal et al., 2021).

The development of digital technology, such as virtual collaboration tools and communication platforms such as Zoom, Google Meet, and Microsoft Teams, is a major supporter that allows flexible work systems to be implemented. Technology supports connections and collaboration between different locations, so that team members can still communicate and work effectively even though they are not in the same place (Sumiati, 2024). The implementation of this system also allows companies to reduce operational costs, such as the use of office space and energy consumption. In addition, employees feel more in control of their time and work environment, which can improve well-being and productivity. The effectiveness of a hybrid work system still depends on good communication, clarity of tasks, and a shared commitment between management and employees. Digital literacy and adaptability among employees also play a crucial role in determining how smoothly hybrid systems function across diverse organizational settings. A lack of training or unfamiliarity with digital tools may lead to inefficiencies, miscommunication, or decreased engagement, particularly among employees less accustomed to remote technologies. Consistent investment in employee development and digital upskilling is therefore essential to ensure that all team members can fully leverage the advantages of a hybrid work environment.

Implementing a less than optimal hybrid work system can lead to various challenges, such as reduced employee satisfaction, increased workforce turnover, and decreased overall organizational performance effectiveness. These challenges

are generally related to barriers to communication, lack of team togetherness, feelings of alienation, and difficulty separating work and personal life. Research conducted by Dara et al. (2025) states that limited informal face-to-face interaction between coworkers can reduce opportunities for spontaneous information sharing which can create communication barriers and increase the likelihood of misunderstandings at work. Employees who work remotely are at risk of feeling isolated or lacking closeness to coworkers or company culture, which can reduce job satisfaction and reduce their involvement in the organization (Sumiati, 2024).

Employee performance refers to the outcomes produced by an individual in fulfilling their duties and responsibilities, evaluated based on the extent to which the tasks are completed in alignment with organizational standards and goals, considering both the quality and quantity of the work. (Gibbs et al., 2024). Good performance indicates that employees are able to meet organizational expectations in terms of productivity and efficiency. This performance assessment is usually carried out periodically through certain indicators, such as target achievement, timeliness, and output quality. Factors that influence employee performance include motivation, work environment, competence, and support from superiors and colleagues (Usman et al., 2023). Improving employee performance is one of the main focuses in human resource management because it directly affects the success and competitiveness of the organization. Employee performance assessment includes various indicators that are considered relevant and reflect real contributions to work. Commonly used indicators include the level of productivity or the amount of output produced, the quality of work results according to standards, the ability to generate new ideas, and the level of employee involvement in organizational activities (Telu & Kumar, 2025). Other elements that are taken into consideration include loyalty, discipline, sense of responsibility, work attitude, creativity, and the ability to work together in a team (Tamba, Anjelika Wulan, 2018). The measurement process is carried out by comparing employee work results to predetermined standards or targets. In a hybrid work arrangement, the level of autonomy, smooth communication between coworkers, and company support are important factors that influence performance achievement (Trihudiyatmanto, 2020).

This study aims to analyze the effect of hybrid work systems on employee performance within the framework of the digital era. The research focuses on how flexibility in work location and scheduling, supported by organizational readiness and digital infrastructure, contributes to improved performance outcomes. Attention is also given to the influence of leadership, communication, and organizational culture in ensuring the effectiveness of hybrid arrangements. The hypothesis proposed in this study is that the implementation of a hybrid work system has a significant and positive impact on employee performance. When employees are given the autonomy to manage their work in a flexible manner and are supported by appropriate tools and clear expectations, they are more likely to demonstrate higher levels of productivity, engagement, and job satisfaction.

B. Methods

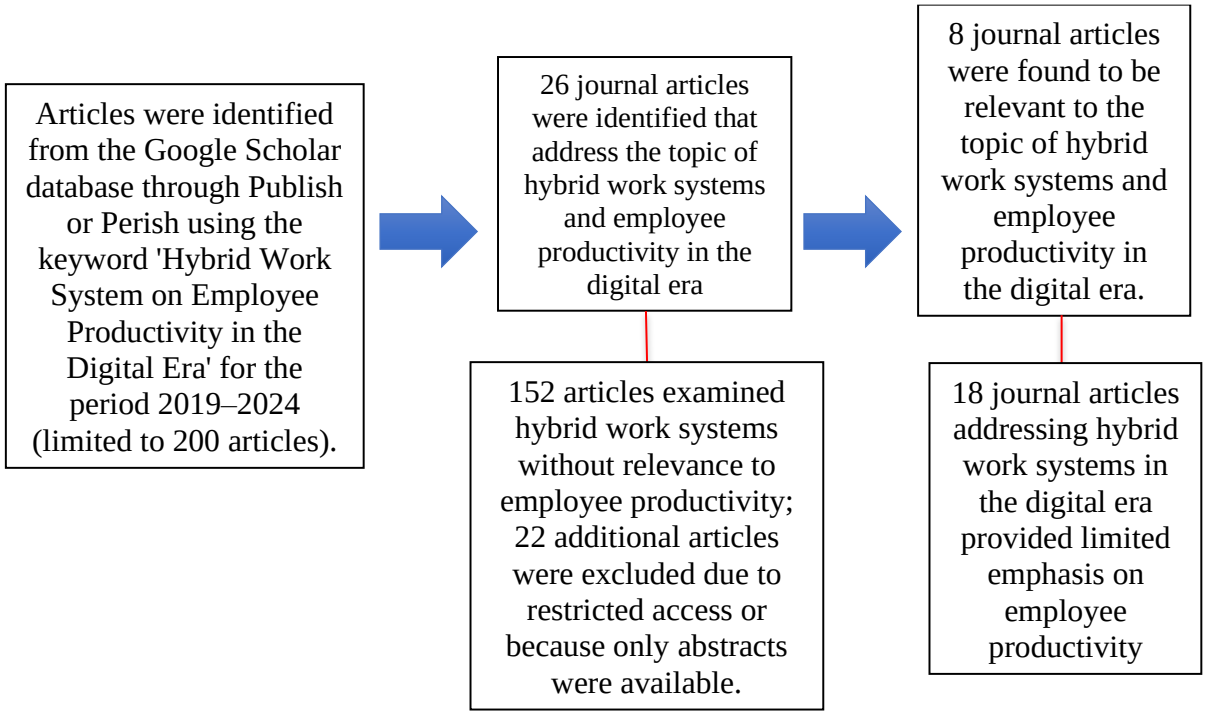
This study adopts the Systematic Literature Review (SLR) method. The SLR approach, as developed by Tranfield et al. (2013) aims to deliver comprehensive and in-depth responses to the formulated research questions. This method is applied through the process of identification, tracing, evaluation, and interpretation of previously available research results. This approach is used because it can reduce the potential for bias and provide a comprehensive picture of complex topics, such as the influence of hybrid work systems on employee performance in the context of current digital developments. This study began by identifying the main problems to be studied. The main focus of this study is the influence of hybrid work systems on employee performance. After the topic is determined, the next step is to select relevant literature using certain criteria and limitations that are adjusted to the research context. The reference search process is carried out with the help of the Publish or Perish (PoP) application. After the literature has been collected, the next stage is to analyze the contents of the literature in depth in order to obtain relevant information and support the discussion of the research topic.

The Systematic Literature Review method is carried out through five main stages, namely: (1) formulating research questions; (2) searching for and collecting articles that are relevant to the question; (3) filtering articles through a selection, classification, and evaluation process based on inclusion and exclusion criteria; (4) presenting and managing the data that has been obtained; and (5) interpreting the results contained in the articles analyzed (Wibowo & Putri, 2021). These steps are designed to ensure that the data collection and analysis process runs systematically, transparently, and responsibly. This stage allows researchers to compile an in-depth literature synthesis that is relevant to the topic being studied. This systematic process also helps researchers find gaps or deficiencies in previous research. The results can be a strong basis for designing more focused and useful follow-up research. The initial step in this research begins with determining the topic to be analyzed. This research raises the theme "The Effect of Hybrid Work Systems on Employee Performance" as the main focus of the study. The process of collecting literature data was carried out by searching articles from Google Scholar using the Publish or Perish (PoP) application with the keywords "hybrid work systems on employee performance".

This study limited the number of articles to 200 sources published in the period 2019 to 2025. The selection of this time frame was intended to capture the development and trend of hybrid work systems during the post-pandemic period, considering that the year 2019 marked the beginning of major global shifts in work practices caused by the COVID-19 pandemic. The hybrid work model began to be widely implemented starting in 2020, followed by continuous refinements and organizational adjustments through 2025. Inclusion of this entire period allows the research to encompass both the initial response phase and the ongoing evolution of

hybrid work arrangements, as well as their impact on employee performance across different contexts.

All selected articles were reviewed individually based on their content relevance and alignment with the research topic. The initial screening process identified 26 articles that were directly related to hybrid work systems and their impact on employee performance. From this pool, 8 articles were considered the most relevant and were subsequently chosen for in-depth review and analysis in accordance with the research objectives. The selection criteria included full-text accessibility, thematic consistency with the topic, and methodological clarity. Articles that were unavailable in full or only accessible in abstract form were excluded from the analysis. The application of these criteria ensured that the literature reviewed was not only contextually appropriate but also contributed meaningful insights to the discussion.



Through the filtering process using the Publish or Perish (PoP) application, 8 journal articles were obtained that were relevant to the topic of the influence of hybrid working on employee performance.

Table 1. Selected Article

Author and Year	Title	Research Method	Objective	Findings
(Amilianti, 2025)	The Relationship Between Work Life Balance and Hybrid Work on Employee Performance at PT Indobest Artha Kreasi	Quantitative Method	This study aims to examine the relationship between Work-Life Balance and Hybrid Work on employee performance, both individually and collectively.	A moderate-level partial correlation exists between hybrid work and employee performance
(Barreto, 2025)	The Impact of Hybrid Work Models on Employee Performance and Well-Being Post-Pandemic	Qualitative Method	This research seeks to explore the effects of hybrid work arrangements on employee performance and well-being in the post-pandemic period. period.	Hybrid work arrangements have the potential to enhance employee performance.
(Angreni & Mahyuni, 2024)	Work Hybrid, Work-Life Balance, Work Engagement, and Employee Performance	Quantitative Method	This study seeks to offer empirical insights into the factors affecting the implementation of hybrid workplace models from the employer's viewpoint, along with the intention to adopt hybrid work as a future strategy to enhance performance.	The hybrid work model serves as the most influential factor in shaping employee performance and work engagement, particularly among Generation Z.
(Rasulia, 2025)	The Influence of Hybrid Working Model on Employee Performance with the Mediation of Remote Management and Effective Monitoring: A Study at PT PLN (Persero)	Quantitative Method	This study aims to examine the influence of the hybrid work model on employee performance, with Remote Management and Effective Monitoring acting as mediating variables.	The hybrid work model exerts a positive and significant impact on employee performance.
(Setiyono & Fuzail, 2024)	The Effectiveness of Hybrid Working in Improving Employee Work-Life Balance and Employee Performance	Literature Review Method	This study seeks to analyze the influence of the hybrid working system on employees' work-life balance and to assess the extent to which this model contributes to its development.	Hybrid working notably enhances work-life balance, which in turn contributes to higher employee productivity and performance.
(Reddy & Dasari,	Analyzing the Impact of Hybrid	Mixed Methods	This study seeks to investigate the	The implementation of hybrid work

2025)	Work Models on Employee Engagement and Performance in the IT Industry		impact of information technology on motivation, job satisfaction, productivity, and teamwork within a hybrid work environment.	models in the IT industry has significantly transformed workplace dynamics, offered employees greater flexibility and autonomy, while simultaneously presented new challenges for organizations.
(Bachri et al., 2024)	The Influence of Hybrid Work and Work-Life Balance on the Performance of PT. Tuesttech Indonesia Employees	Descriptive and Explanatory Survey Method	This study aims to provide an overview of hybrid working, work-life balance, and employee performance, and to examine the effects of hybrid working and work-life balance on employee performance.	The variables of Hybrid Work and Work-Life Balance have a positive influence on employee performance.
(Sumiati, 2024)	The Impact of Hybrid Working on Employee Performance: A Study on Startup Companies in Surabaya	Quantitative Method	This study seeks to examine the impact of Hybrid Working and Work-Life Balance on Employee Performance within startup companies based in Surabaya.	Hybrid Working and Work-Life Balance have a significant impact on employee performance.

C. Results and Discussion

The transformation of the work system from conventional to hybrid is a strategic opportunity towards the digital era, especially after going through the COVID-19 pandemic which has changed work patterns globally. The hybrid work model integrating both working from home (WFH) and working from the office (WFO) allows employees greater flexibility and adaptability in determining their work location and schedule. This implementation model not only provides flexibility in carrying out tasks, but is also believed to be able to increase productivity, efficiency of time use, and support the creation of a healthier and more sustainable work-life balance.

According to research by (Amilianti, 2025), at PT Indobest Artha Kreasi, a hybrid work system is implemented to provide flexibility for employees in managing the balance between work and personal life. The results of the study show that this system has a simultaneous effect on employee performance, although there are still challenges in the form of blurred boundaries between work time and personal time. On the other hand, supporting facilities such as laptops, internet access, and supporting software are crucial elements in supporting the success of the hybrid work system. Research conducted by Barreto (2025) also states that in general, the implementation of a hybrid work system has a positive impact on employee performance and well-being. This study highlights the importance of strengthening digital infrastructure and adaptive organizational communication to support remote work. This study confirms that hybrid work is a long-term trend that needs to be responded to seriously by organizations through inclusive policies that are oriented towards the psychological well-being of workers.

Employee performance in the context of hybrid work is influenced by several factors, including work engagement, work-life balance, and technological and organizational support. Research by Angreni & Mahyuni (2024) shows that hybrid work plays a major role in encouraging work engagement, especially in generation Z who are adaptive to technological changes and tend to want a better work-life balance. This study uses a quantitative approach and finds that hybrid work has the most dominant influence compared to work-life balance and work engagement on employee performance. Employees who understand the benefits of this flexibility tend to have higher motivation and better performance. The explanation from Setiyono & Fuzail (2024) also strengthens these findings. The implementation of hybrid working has been proven effective in increasing work-life balance which leads to increased productivity and loyalty. Organizations that successfully implement this work system can create a work environment that supports psychological balance and employee commitment, so that it can reduce stress levels, increase time efficiency, and build loyalty to the company.

In the information technology sector, Reddy & Dasari (2025) found that hybrid work improves employee performance by strengthening engagement and emotional commitment to the organization. This study emphasizes the importance of collaboration, communication flexibility, and effective technology adoption as key factors for the success of hybrid work in increasing productivity. These findings prove that the implementation of hybrid work requires a careful management strategy in order to continue to drive performance in work situations that are not always face-to-face. The results of various studies show the positive impact of the hybrid work system. However, this system is also not free from challenges. Research by Bachri et al. (2024) at PT Tuest Tech Indonesia revealed that the low understanding and experience of employees in the hybrid model is an obstacle to optimal task implementation. Most employees experience decreased productivity due to the lack of supporting facilities and the ability to manage work and personal time. This condition shows that the success of the hybrid work system is greatly influenced by the readiness of human resources and organizational infrastructure.

Several empirical studies have reported a decline in employee productivity associated with hybrid work models, which may be attributed to the varying degrees of organizational readiness across different institutions. The findings of Bachri et al. (2024), for instance, suggest that reduced performance outcomes in their study may stem not from the hybrid system itself, but from inadequate digital infrastructure, lack of technical support, and insufficient employee preparedness. These limitations highlight that successful implementation of hybrid work arrangements is highly contingent upon the organization's capacity to provide comprehensive support systems, including stable internet access, reliable digital tools, and clearly defined performance monitoring mechanisms. Moreover, the absence of a strong organizational culture that fosters autonomy, accountability, and effective virtual communication can further hinder the potential benefits of hybrid models. The study implies that organizational readiness acts as a moderating factor in the relationship between hybrid work and performance outcomes, indicating that without sufficient structural and cultural support, hybrid systems may lead to unintended consequences such as decreased productivity, disengagement, or operational inefficiencies. This reinforces the necessity for organizations to conduct thorough readiness assessments and invest in necessary infrastructure before adopting hybrid work practices on a broader scale.

A study conducted by Sumiati (2024) on startups in Surabaya showed that hybrid work and work-life balance have a significant influence on employee performance. This study states that the influence becomes insignificant when additional variables are included in the analysis model. This condition indicates that the relationship between hybrid working and performance is not a single relationship, but is influenced by various other variables such as motivation, organizational culture, and type of work. This study also emphasizes the importance of managing communication, team collaboration, and work monitoring in a hybrid environment.

All the studies analyzed show that the hybrid work system has become a new view in the modern world of work, especially in the digital era. This work model provides significant benefits in terms of flexibility, increased productivity, work-life balance, and work efficiency. Its implementation does not necessarily bring positive results, because the effectiveness of the hybrid work system is highly dependent on organizational readiness, technological support, and an adaptive work culture.

The synthesis of findings across the reviewed literature can be comprehensively understood through the perspective of the Job Demands–Resources (JD-R) Model, which offers a robust theoretical framework for examining employee well-being and performance. Job Demands–Resources (JD-R) Model conceptualizes work outcomes as a function of the balance between job demands—such as workload intensity, temporal constraints, and cognitive complexity and job resources, including autonomy, supervisory support, feedback, and access to technological infrastructure (Demerouti & Bakker, 2023). Within the context of hybrid work arrangements, job resources become particularly salient, as they mitigate the potential strain imposed by new forms of work demands introduced through flexible schedules and reduced face-to-face interaction. The positive outcomes reported in several studies, such as increased engagement, improved work-life balance, and enhanced productivity, may be attributed to the successful provision and utilization of these resources. Conversely, studies that report diminished performance outcomes, such as those by(Bachri et al., 2024), may reflect scenarios where job demands are intensified due to inadequate support systems, thereby leading to employee strain and reduced effectiveness. The presence or absence of such resources determines whether hybrid work functions as a performance enhancer or a burden. This theoretical alignment underscores the importance for organizations to assess not only structural readiness but also resource availability and psychological support mechanisms when implementing hybrid systems. Embedding the JD-R model into the analysis provides a deeper explanatory lens to understand the variability in outcomes, and emphasizes that the success of hybrid work systems is contingent upon a strategic configuration of both organizational and individual-level resources.

A conceptual model can be formulated based on the findings obtained from the systematic literature review to illustrate the critical factors that influence the effectiveness of hybrid work implementation on employee performance. The model adopts the theoretical foundation of the Job Demands–Resources (JD-R) framework, in which the balance between job demands and job resources plays a significant role in shaping work-related outcomes. Job resources in the context of hybrid work include technological infrastructure, autonomy in task execution, supportive leadership, clear communication mechanisms, and digital competence development. These elements function as enablers that facilitate performance, engagement, and psychological well-being in flexible work environments. Job demands, by contrast, are represented by increased task complexity, communication challenges, role

ambiguity, and reduced opportunities for spontaneous collaboration. The interaction between these demands and resources is shaped by moderating factors such as organizational culture, digital readiness, leadership style, and individual adaptability. An optimal alignment between job demands and resources tends to produce favorable outcomes such as higher productivity, stronger work engagement, improved work-life balance, and increased organizational commitment. This model suggests that successful hybrid work implementation requires a comprehensive organizational strategy that not only provides access to digital tools and flexible policies but also ensures the presence of structural and cultural support that aligns with employee needs.

Studies conducted by Amilianti (2025), and Setiyono & Fuzail (2024), emphasize the importance of hybrid work in creating a healthy, efficient, and productive work environment. Research by Bachri et al. (2024) and Barreto (2025) highlighted the need to strengthen supporting factors so that the hybrid system is truly able to improve employee performance evenly and sustainably. Based on all these findings, in implementing a hybrid work system, organizations need to ensure comprehensive support ranging from infrastructure, employee training, performance-based monitoring, to strengthening a communicative and collaborative work culture. The implementation of a comprehensive strategy is the key to ensuring that the hybrid work system is able to answer the challenges of the modern world of work while improving employee performance in the digital era.

D. Conclusion

Based on the results of the discussion of several studies reviewed, it can be concluded that the hybrid work system has a positive impact on employee performance, especially in the context of an increasingly digitalized work world. The implementation of a hybrid work system has been proven to increase flexibility, time efficiency, work-life balance, and employee work engagement. The research analyzed shows that flexibility in determining work time and location can encourage increased employee productivity and loyalty. Younger generations such as generation Z show a positive response to the hybrid work system because it is in line with their adaptive work style to technology. The effectiveness of this work model, however, is highly dependent on the readiness of the organization, including the availability of digital infrastructure, internal policies, and communicative and collaborative management. On the other hand, challenges in implementing a hybrid work system remain, such as gaps in facilities, the ability to manage personal time, and communication barriers. The implementation of a hybrid work system requires a strategic approach and comprehensive organizational support so that the expected results are truly achieved.

Future research should investigate the long-term impact of hybrid work systems on employee performance and broader organizational outcomes. Longitudinal studies

are particularly recommended to evaluate whether the observed improvements in productivity, engagement, and work-life balance are sustained over time under varying organizational conditions. Deeper exploration is also needed to understand how hybrid work arrangements interact with specific organizational cultures, leadership models, and technological capabilities across different sectors. Comparative studies across industries and countries may provide valuable insights into how contextual variables such as digital infrastructure, labor regulations, and socio-cultural expectations influence the effectiveness of hybrid work. Investigations into the psychological mechanisms underlying employee adaptation, such as resilience, motivation, and perceived fairness, may further enhance the theoretical understanding of hybrid work's impact. Future studies that combine qualitative and quantitative approaches will be particularly valuable in uncovering nuanced experiences and outcomes that cannot be fully captured through survey-based data alone.

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