

# Hybrid Employment Models and Their Impact on Company Productivity and Worker Quality of Life in Indonesia

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## Abstract

Hybrid employment, defined as a combination of on-site and remote working, has emerged as a dominant post-pandemic work model in Indonesia and continues to influence organizational transformation across sectors. This study examines how the hybrid work model affects employee productivity and quality of life, while also identifying the enabling conditions and risk factors that determine its success. Using a systematic review approach, this article synthesizes empirical studies published between 2022 and 2025 and maps the themes of productivity improvement, work-life balance, digital workload, and organizational support. Findings indicate that hybrid employment increases productivity through enhanced flexibility, reduced commuting time, and improved focus. At the same time, hybrid work elevates psychological well-being through improved autonomy and greater alignment between personal and professional roles. However, productivity and well-being can decline when hybrid work is applied without supportive infrastructure, effective communication, and responsible workload governance. This study highlights the need for adaptive leadership and integrated digital culture to ensure sustainable hybrid work implementation.

**Keywords:** hybrid employment, productivity, work-life balance, well-being, organizational support

## Introduction

Hybrid employment has rapidly evolved into one of the most influential work arrangements shaping the post-pandemic economy in Indonesia, driven by a combination of technological acceleration, organizational restructuring, and shifting employee expectations. Unlike traditional office-based work patterns, the hybrid model reflects a new paradigm in workforce management where time and place of work are no longer rigid determinants of productivity. Numerous studies demonstrate that hybrid employment offers dual benefits for organizations and employees namely improved productivity and enhanced wellbeing positioning it as a strategic model for sustainable workforce management (Kristanto & Mansur, 2025; Daulay et al., 2024). The flexibility it provides in terms of working hours and work locations enables employees to operate during their most productive mental states, while reduced commuting time increases effective working hours and lowers physical fatigue (Susanti et al., 2024; Kusumawati, 2024). These conditions support a healthier work-life balance, which in turn boosts intrinsic motivation and concentration (Darpin & Fikran, 2023; Alfarizi et al., 2025). As a result, hybrid work environments increasingly become a competitive advantage in talent acquisition and retention, especially in organizations seeking to cultivate long-term performance and resilience.

However, hybrid employment does not automatically translate to improved performance. Productivity outcomes depend heavily on systemic readiness: adequate digital infrastructure, synchronized communication and coordination across teams, and continuous digital capacity building (Daulay et al., 2024; Kristanto & Mansur, 2025). Organizations that successfully implement hybrid systems are typically characterized by robust workflow standardization, availability of collaboration platforms, and clear performance metrics that promote accountability despite physical distance. In contrast, when such institutional foundations are weak, productivity declines due to communication breakdowns, unequal technology access, and poor collaboration between divisions (G, 2025; Ainurrofiq & Amir, 2022). In addition, weak managerial monitoring and limited digital literacy often create disparities between employees, which may foster workload inequality and inhibit knowledge sharing. These challenges demonstrate that hybrid work is not solely a matter of employee flexibility, but rather a structural transformation that requires organizational alignment at every level.

At the same time, hybrid employment has deep and multifaceted implications for employee quality of life. Increased autonomy over work rhythm, greater perceived control, and reduced work-induced stress contribute to better psychological and emotional well-being (Ishak et al., 2025; Kusumawati, 2024). These outcomes are linked to higher organizational commitment and job satisfaction, especially among younger workers who value flexibility as a priority condition for retention (Nainggolan & Purba, 2025; Aulia & Fauzi, 2025). Empirical patterns show that when employees feel trusted and supported in exercising autonomy, hybrid work fosters positive emotions that reinforce engagement and reduce turnover intention. Nevertheless, the benefits are not universal. When personal professional boundaries become unclear and digital workloads escalate without managerial oversight, prolonged stress and burnout occur (Dewi & Widyanti, 2023; Ishak et al., 2025). The blurring of time boundaries often leads to “always-on” culture, where employees experience pressure to remain responsive beyond working hours, reducing the restorative quality of personal time. Mental health emerges as a central determinant of productivity, reflecting the extent to which hybrid employees receive organizational support both instrumental and psychosocial (Ariyanti et al., 2025; Dara et al., 2025). Cross-sector studies confirm that hybrid policies succeed when they are governed by adaptive organizational systems that regulate digital workloads, proactively manage communication, and integrate well-being initiatives into people management strategies.

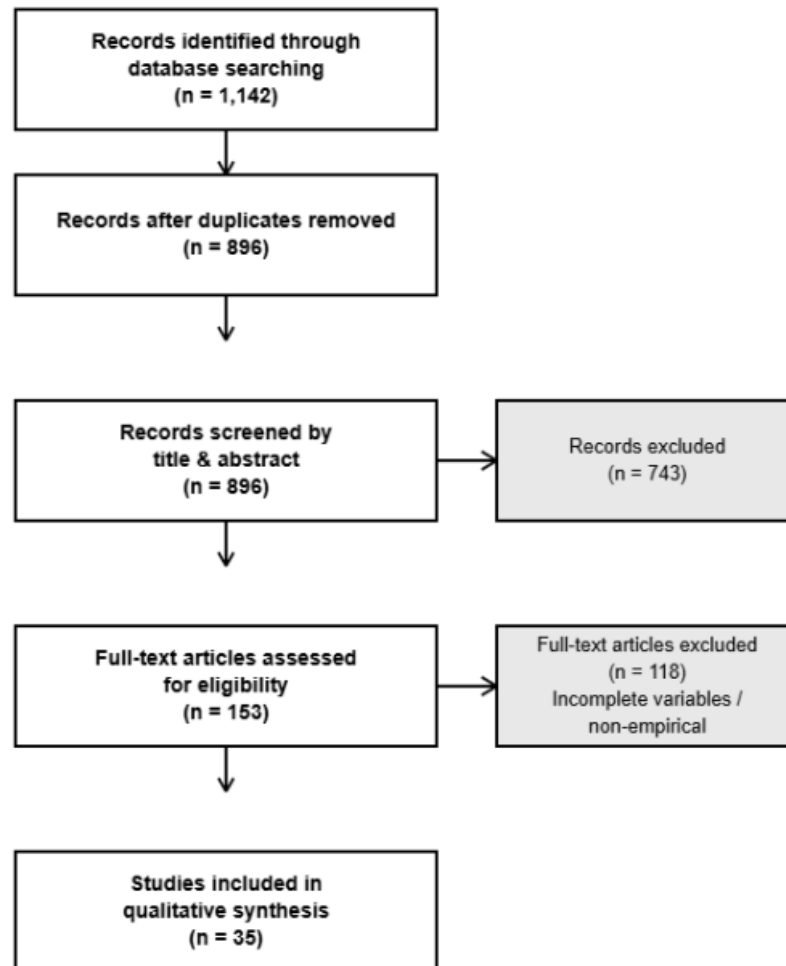
Based on the above rationale, the present article synthesizes recent empirical findings to explore how hybrid employment simultaneously influences productivity and employee quality of life, while identifying the organizational factors that determine successful implementation of the model in Indonesia. The synthesis is expected to provide a comprehensive understanding of the opportunities and risks inherent in hybrid work arrangements and to generate strategic insights for policymakers, business leaders, and human resource practitioners in designing hybrid models that are not only operationally efficient but also socially and psychologically sustainable.

## **Methods**

This study applied a systematic literature review (SLR) approach to ensure a comprehensive and transparent synthesis of current evidence regarding hybrid employment and

its implications. The review was conducted through six procedural phases: (1) determining research objectives to formulate the analytical scope and ensure theoretical relevance; (2) developing inclusion–exclusion criteria to filter sources based on credibility, methodological rigor, and conceptual alignment; (3) identifying relevant articles through a structured database search across Google Scholar, Scopus, SAGE, DOAJ, Emerald, and EBSCO; (4) screening titles, abstracts, and full texts to eliminate duplicated, nonempirical, or conceptually irrelevant studies; (5) extracting core findings related to productivity, well-being, and organizational factors; and (6) synthesizing and mapping the findings into analytical themes for interpretation. The use of multiple databases was strategically chosen to secure broad and multidisciplinary coverage across organizational studies, human resource management, occupational psychology, and digital workplace research.

To increase the accuracy and replicability of the search, the screening process was supported by keyword combinations such as “hybrid employment,” “hybrid working,” “employee productivity,” “work-life balance,” and “organizational support,” applied using Boolean operators (AND, OR) to refine results. The inclusion criteria consisted of empirical articles published between 2022–2025, written in English or Indonesian, peer-reviewed, and utilizing quantitative, qualitative, or mixed methods that explicitly measured productivity and/or employee well-being. Studies focusing exclusively on remote work without hybrid arrangements, opinion papers, and non–peer-reviewed sources were excluded to avoid bias and ensure that the synthesized findings reflect validated empirical evidence. Through this structured SLR procedure, the present study provides an evidence-based foundation for discussing how hybrid employment shapes productivity and employee quality of life, while identifying the organizational determinants that moderate these outcomes.



**Figure 1. Systematic Review**

Figure 1 illustrates the conceptual structure of hybrid employment and its dual impact on organizational and individual outcomes. At the center of the model, hybrid employment functions as the primary driving variable that regulates how work is distributed between remote and on-site settings. This work arrangement triggers two outcome pathways that operate simultaneously. The first pathway leads to improvements in employee productivity, driven by factors such as flexibility in time and location, reduced commuting demands, and increased opportunities for deep and uninterrupted work. These mechanisms strengthen focus, efficiency, and task achievement. The second pathway leads to increased employee quality of life by enhancing autonomy, psychological comfort, emotional stability, and overall work-life balance. The figure also implies an interdependent relationship between the two pathways: productivity is reinforced when psychological well-being is maintained, and well-being is strengthened when employees experience meaningful work progress and sustained performance. Therefore, Figure 1 highlights that hybrid employment functions optimally only when organizations support both outcome domains simultaneously performance and well-being rather than prioritizing one at the expense of the other.

## **Result**

The synthesis of 35 empirical studies reveals that hybrid employment consistently produces a dual and reinforcing impact on organizations: a substantial improvement in employee productivity and a marked enhancement in workers' quality of life. Productivity increases occur because hybrid work offers employees the autonomy to perform tasks during their most optimal cognitive periods, minimizes cumulative fatigue caused by daily commuting, and creates uninterrupted time windows that enable deep work and higher task precision. Cross-sector findings from government, education, corporate, and technology environments consistently demonstrate that hybrid workers achieve performance targets more reliably than employees working fully on-site, primarily due to heightened intrinsic motivation, improved task accuracy, and faster completion rates supported by flexibility (Kristanto & Mansur, 2025; Susanti et al., 2024; Kusumawati, 2024). These patterns are further reinforced by organizational research indicating that hybrid work policies translate into measurable improvements in both individual performance indicators and institutional outcomes when supported by structured workflows, explicit performance standards, well-defined communication channels, and technology-enabled coordination (Pardosi et al., 2024; Solihah et al., 2025; Aprilina & Martdianty, 2023). In other words, productivity gains derived from hybrid employment are not incidental, but emerge as a systematic result of flexibility combined with organizational readiness.

In parallel with productivity benefits, strong and recurrent evidence demonstrates that hybrid employment significantly improves workers' overall quality of life. Enhancements are observable in psychological stability, emotional resilience, work-life balance, and general job satisfaction factors that stem from employees' greater control over their working rhythms and spatial arrangements (Ishak et al., 2025; Cahyani et al., 2025). Studies focusing on Generation Z further highlight that hybrid work increases work engagement, organizational commitment, and retention intention, as perceived flexibility and fairness in workload distribution align with their professional values and lifestyle preferences (Angreni & Mahyuni, 2024; Nainggolan & Purba, 2025). Nevertheless, the literature also signals critical risks. Multiple studies report that hybrid work may trigger burnout when digital workload intensifies, when managerial supervision and communication become fragmented, or when personal-professional boundaries collapse, leading to excessive connectivity and emotional exhaustion (Dewi & Widyanti, 2023; Ishak et al., 2025). Consequently, mental health emerges as a central determinant of performance in hybrid contexts, and the benefits of flexibility materialize only when organizations implement supportive policies, cultivate empathetic leadership, and design mechanisms that systematically protect employees' psychosocial well-being (Ariyanti et al., 2025; Dara et al., 2025). The combined evidence shows that hybrid work is not merely an operational arrangement, but a holistic work ecosystem that requires balanced management to maximize productivity without compromising well-being.

To provide more granular insight into the empirical evidence reviewed, the key dimensions of hybrid work's influence on employee productivity are summarized in Table 1 below.

**Table 1. Impact of Hybrid Work on Productivity**

Indicator	Positive Outcome	Supporting Studies
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Task efficiency	Higher output through peak-focus scheduling	Kristanto & Mansur, 2025; Susanti et al., 2024
Time management	Reduced commuting time increases working hours	Kusumawati, 2024; Solihah et al., 2025
Motivation	Flexibility strengthens enthusiasm for work	Alfarizi et al., 2025; Aprilina & Martdianty, 2023
Collaboration	Improved when supported by digital platforms	Daulay et al., 2024; Fatyandri et al., 2025

Table 1 illustrates four mechanisms through which hybrid employment enhances employee productivity across industries. The most influential mechanism is flexibility in time and work location, which enables employees to perform tasks during their most productive hours and from environments that support concentration. This factor contributes to higher output quality and faster task completion. The reduction in commuting time also plays a significant role, as it minimizes physical fatigue and frees additional hours that can be allocated for productive work activities. Motivation also emerges as a major determinant, with the flexibility inherent in hybrid work fostering enthusiasm and deeper psychological engagement in task execution. The fourth mechanism highlights the role of team collaboration: productivity improves when organizations strengthen digital communication platforms and collaborative systems. Altogether, the table confirms that hybrid work increases productivity not automatically, but through a combination of psychological, temporal, and technological enablers.

While Table 1 presents the mechanisms through which hybrid work improves employee productivity, it is also essential to examine the extent to which the same work arrangement influences employees' psychological and social well-being. Therefore, Table 2 provides a complementary view by highlighting the positive and negative impacts of hybrid employment on employee quality of life.

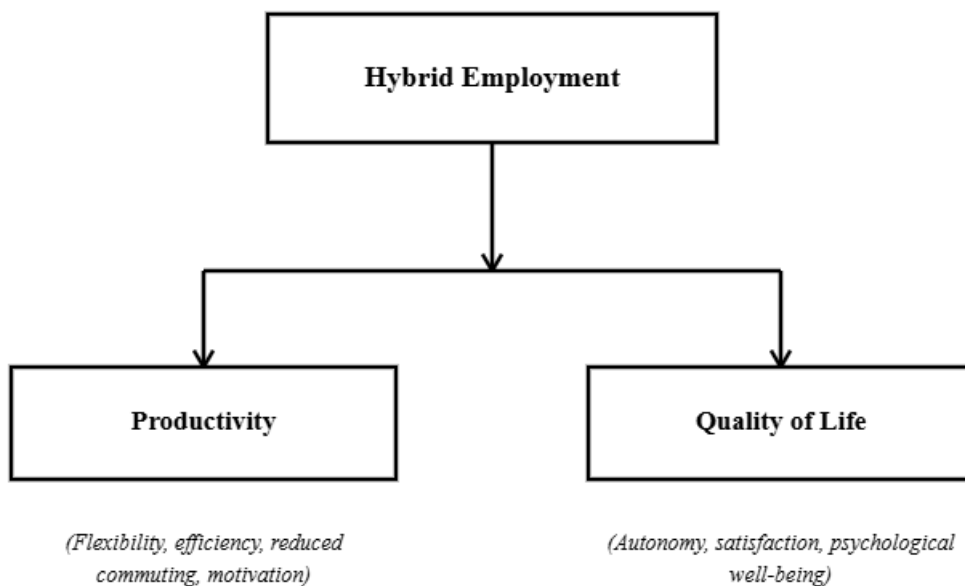
**Table 2. Impact of Hybrid Work on Employee Quality of Life**

Indicator	Positive Outcome	Potential Risks	Supporting Studies
Work-life balance	Greater autonomy increases life satisfaction	Blurred boundaries	Ishak et al., 2025; Dewi & Widyanti, 2023
Psychological well-being	Reduced stress due to flexible time	Burnout from digital overload	Cahyani et al., 2025; Ariyanti et al., 2025
Job satisfaction	Higher perceived control and trust	Decline when support is absent	Aulia & Fauzi, 2025; Dara et al., 2025
Engagement & loyalty	Especially strong among Gen Z	Fragile communication is weak	if is Angreni & Mahyuni, 2024; Nainggolan & Purba, 2025

Table 2 provides a synthesized overview of the positive and negative implications of hybrid employment for employee quality of life. On the positive side, hybrid employees report

greater work-life balance due to increased autonomy in managing personal and professional responsibilities. This balance supports higher levels of mental clarity and satisfaction with work. Psychological well-being also improves because employees are exposed to less work-induced stress and benefit from greater control over their time and work routines. Job satisfaction increases notably when hybrid work is accompanied by organizational trust and empowerment. The table also identifies the strongest positive psychological impact among Generation Z, which shows high levels of work engagement and loyalty when granted flexibility. However, the table also presents the risks associated with hybrid work. Blurred boundaries between work and personal life, digital overload, and the absence of managerial or organizational support can reduce psychological resilience and contribute to burnout. The table thus emphasizes that hybrid work's benefits depend heavily on structured workload policies and the presence of supportive organizational culture.

Following the insights summarized in Table 2, it becomes important to understand how productivity outcomes and quality-of-life outcomes operate simultaneously within a single organizational framework. Figure 2 visualizes this integrated relationship by mapping hybrid employment as a central driver that generates dual outcomes for both performance and employee well-being.



**Figure 2. Diagram Dual Outcomes of Hybrid Employment**

The figure visualizes hybrid employment as a structural driver that produces two major organizational outcomes: increased productivity and enhanced employee quality of life. Positioned at the center of the framework, hybrid employment acts as the causal variable that influences both cognitive-behavioural performance outcomes and psychosocial well-being. On the productivity side, hybrid work stimulates task efficiency, motivation, time optimization, and focus. On the quality-of-life side, hybrid work strengthens emotional stability, autonomy, satisfaction, and overall well-being. The diagram also implies that these two outcomes are interconnected rather than isolated. Higher psychological well-being creates conditions that

stimulate sustained and higher productivity, while efficiency and performance can reinforce positive emotions and self-esteem. Therefore, the dual-outcome model demonstrates that hybrid employment works best when organizations address both performance and well-being simultaneously. The figure also indirectly highlights the risk that if either outcome is compromised such as when well-being declines due to burnout productivity can be negatively affected.

## Discussion

The findings of this systematic review reinforce the argument that hybrid employment has become more than a temporary response to the pandemic; it now represents a structural transformation in workforce management aligned with global trends of digitalization and flexible work. Similar to patterns observed in Europe, North America, and East Asia, Indonesian organizations adopting hybrid systems report increases in productivity when employees are provided with autonomy over their time and workspace, supported by digital collaboration platforms and clear communication governance (Kristanto & Mansur, 2025; Fatyandri et al., 2025). These outcomes demonstrate a convergence with the global movement toward *future of work*, where flexibility, task ownership, and digital fluency are positioned as central determinants of competitive advantage.

Increased productivity in hybrid environments is not merely a behavioral response to schedule flexibility but a cognitive response to optimized mental energy allocation. Across studies, employees achieve higher-quality outputs because hybrid working allows them to engage in *deep work* during peak focus windows and in environments that minimize distraction (Susanti et al., 2024; Solihah et al., 2025; Aprilina & Martdianty, 2023). Such mechanisms indicate that hybrid work enhances intrinsic motivation and strengthens self-regulation capacities two psychological drivers consistently associated with sustainable performance. However, productivity benefits are conditional rather than universal. Organizational readiness specifically digital infrastructure, aligned workflows, and managerial clarity serves as the key moderator of the success of hybrid work arrangements (Daulay et al., 2024; Fatyandri et al., 2025). When organizations lack these enablers, the hybrid model becomes counterproductive, producing communication fragmentation, decision-making delays, and collaborative inefficiencies (G, 2025; Ainurrofik & Amir, 2022). Thus, flexibility alone is insufficient without systemic scaffolding.

From the employee well-being perspective, this review confirms that hybrid employment contributes significantly to psychological comfort, emotional resilience, and life satisfaction by granting greater control over personal schedules and environments (Ishak et al., 2025; Cahyani et al., 2025). These outcomes translate into stronger workplace attachment, job satisfaction, and retention intent particularly in younger generations who perceive autonomy as a primary indicator of organizational fairness and respect (Angreni & Mahyuni, 2024; Nainggolan & Purba, 2025). In this sense, hybrid work aligns with the United Nations' Sustainable Development Goals (SDGs), especially Goal 8 (*Decent Work and Economic Growth*), which highlights work environments that support both productivity and employee well-being. Yet hybrid work also introduces psychological hazards, especially when organizations do not define digital workload boundaries. Studies indicate that increased online

meetings, continuous digital surveillance, or unclear communication can lead to excessive cognitive load, stress accumulation, and burnout (Dewi & Widyanti, 2023; Ishak et al., 2025). This echoes global debates regarding *technostress* and the unintended negative consequences of digital labor intensification in flexible work systems.

The mediating role of mental health emerges repeatedly in the literature. The positive effects of hybrid work on productivity diminish when employees experience poor emotional regulation or feel unsupported in navigating workload demands (Ariyanti et al., 2025). Conversely, when organizations adopt empathetic leadership, supportive communication, and structured mental health policies, the hybrid model becomes not only productive but also restorative (Dara et al., 2025). These findings parallel global workplace frameworks that recognize psychological well-being as essential for long-term organizational sustainability not as a secondary or optional matter.

In synthesis, the strengthened dialogue between productivity and well-being reflects a paradigm shift in employment: hybrid work is most effective when the human factor is treated as an organizational asset rather than a variable of output control. This aligns with global trends emphasizing *human-centered digital transformation*, where technology, flexibility, and culture must be configured to elevate not replace employee agency. The findings from Indonesian contexts therefore do not stand alone but form part of a global evolution in work design where hybrid employment becomes a holistic system that integrates performance, well-being, and long-term workforce adaptability.

## **Conclusion**

Hybrid employment has proven to be a transformative work model capable of simultaneously elevating organizational productivity and improving employees' overall quality of life. By providing flexibility in determining work schedules and locations, the hybrid system enables employees to operate during their most productive cognitive periods while minimizing energy depletion from daily commuting. This flexibility contributes to higher performance consistency, stronger intrinsic motivation, and more efficient task execution. At the same time, hybrid work enhances psychological and emotional well-being by giving individuals greater autonomy to balance their professional responsibilities with personal needs, leading to stronger satisfaction, engagement, and commitment to their organizations.

However, the success of hybrid employment does not occur automatically. Flexibility alone is not sufficient to guarantee optimal outcomes. Sustainable implementation requires strong organizational governance, including robust digital infrastructure, clear communication channels, adaptive leadership, supportive workplace culture, and fair workload management. Without these elements, the hybrid model can expose workers to risk factors such as blurred boundaries between work and private life, digital overload, reduced interpersonal connection, and in the long term, burnout. Therefore, hybrid employment should be understood not as a scheduling alternative, but as a strategic system that integrates technology, human-centered management, and psychological health considerations.

Looking forward, hybrid employment is expected to remain an important component of global workforce dynamics as organizations continue to digitalize and respond to evolving expectations of flexibility. The challenge for institutions is not whether hybrid work should be

adopted, but how it should be structured to support both productivity and well-being over time. Future research is recommended to examine hybrid employment through longitudinal and sector-specific analyses, explore its impacts across generations, and identify policies that can maximize fairness, inclusion, and sustainability in the workplace. Ultimately, the hybrid work model will yield long-term value only when organizations commit to a balanced approach that prioritizes both performance efficiency and holistic human welfare.

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