

## HUMAN RESOURCES EXPERIENCES IN HYBRID WORKING MODELS: A QUALITATIVE STUDY OF THE IMPACT ON BEHAVIOUR AND PERFORMANCE

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**Abstract:** This research aims to explore and analyze Human Resources (HR) experiences in hybrid working models and their impact on employee behavior and performance across various industry sectors. A qualitative approach was used, with in-depth interviews and focus group discussions. Data was collected from 30 participants from different industry backgrounds and analyzed using thematic analysis techniques. The results show that hybrid working models provide significant benefits in improving work-life balance, but also present challenges in communication and collaboration. Employees who adapted well to this model showed improvements in individual performance and job satisfaction. These findings have important implications for HR management and organizational policy development.

**Keywords:** *HR, Hybrid work model, Behavior, Performance*

Submitted: 2024-10-17; Revised: 2024-12-05; Accepted: 2024-12-11

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### 1. Introduction

Hybrid working models have become an increasingly popular trend across various industry sectors. According to Gartner (2021), 47% of companies worldwide plan to implement hybrid working models as a long-term policy, citing the flexibility it offers to employees. This change is driven by advances in information technology and digital transformation that accelerated the adoption of remote working during the COVID-19 pandemic. As a result, organisations are facing new challenges in managing teams that work both from the office and from home.

Philosophically, the concept of hybrid work reflects a paradigm shift in understanding the relationship between individuals, work and organisations. Humanism, which places individual well-being at the centre of attention, becomes relevant in this context. According to Maslow (1943), individuals' needs must be met in order for them to reach their full potential. In the context of hybrid work, the employee experience is key to achieving work-life balance, and to increasing engagement and productivity.

While there is a wealth of research on hybrid work models, a significant gap still exists regarding a deeper understanding of employees' lived experiences. Previous research, such as that by Kelliher and Anderson (2010), suggests that flexibility in work can increase job satisfaction, but lacks insight into how employees' daily experiences in this model affect their behaviour and performance. Therefore, this study aims to bridge the gap with a more in-depth qualitative approach.

From a legal perspective, hybrid working models also face challenges related to labour regulations. Some of the legal aspects that need to be considered include data protection, the right to working time, and fulfilment of work obligations. As stated by Prabowo (2022), "The implementation of remote working models often lacks clear regulations, which can create uncertainty for employees and companies." This uncertainty can affect employee performance and behaviour in a hybrid work environment.

From a theological perspective, work can be understood as a vocation that provides meaning and purpose. In this context, it is important to consider how hybrid work models affect employees' spirituality. As Wulandari (2021) explains, "Meaningful work can increase individual motivation and commitment." By providing flexibility, hybrid work models can help employees achieve work-life balance, but can also pose challenges in maintaining commitment to organisational goals.

In Indonesia, the adoption of hybrid working models is increasing, especially among large and medium-sized enterprises. According to a report published by the Indonesian Employers Association (APINDO, 2023), many organisations have implemented hybrid work policies in response to the need to remain operational during the pandemic. However, variations in the implementation of this model create differences in experience among employees. This prompts the need for more in-depth research to understand the impact of hybrid working models on HR behaviour and performance.

Employee behaviours, including motivation, collaboration, and communication, as well as performance which includes individual work outcomes and contribution to organisational goals, are critical in this context. Research by Rich et al. (2010) shows that a supportive work environment can improve employee engagement and performance. The hybrid working model, with the flexibility it offers, has the potential to enhance both of these aspects, but may also pose risks related to social isolation.

From initial observations, there are indications that while many employees are more satisfied with the flexibility offered by hybrid working models, they also face challenges in terms of communication and collaboration. Research by Wang et al. (2021) indicated that "employees who work remotely often report feelings of loneliness which can negatively impact their performance." Therefore, it is important to explore how HR experiences can influence behaviour and performance in this context.

As a solution, organisations need to develop policies and practices that support positive experiences in hybrid working models. This includes the provision of effective communication tools, team-building programmes, and policies that encourage work-life balance. As proposed by Golden and Veiga (2005), "organisations need to design strategies that support social interaction and collaboration among employees."

Previous research suggests that social support and good communication in the workplace can improve job satisfaction and employee performance. For example, research by Kossek et al. (2011) showed that employees who feel supported by their team tend to be more productive and engaged. Therefore, implementing solutions that support social interaction and effective communication in a hybrid work model can improve employee outcomes.

Based on the above background, the problem formulation in this study is: How does HR experience in a hybrid work model affect their behaviour and performance? This question becomes the starting point for exploring the factors that influence employees' work experience in a hybrid context. The details of the problem formulation are (1) How does the experience of employees in a hybrid work model affect their behaviour? (2) What are the challenges faced

by employees in adapting to the hybrid work model? (3) How does the hybrid work model impact employee performance in the organisation?

The novelty of this research lies in the qualitative approach used to explore the HR experience in depth. By involving in-depth interviews and group discussions, this research aims to provide a more holistic understanding of the impact of hybrid working models on employee behaviour and performance. The results of the research are expected to provide valuable insights for the development of future HR management policies and practices.

## **2. Research Method**

This research focuses on the experiences of Human Resources (HR) working in a hybrid work model in various industrial sectors in Indonesia. The research object includes employees who have adapted to the hybrid work system for at least six months. According to Creswell (2014), the selection of subjects who have relevant experience is very important to get deep and representative insights.

Data was collected using in-depth interviews and focus group discussion techniques. In-depth interviews were conducted to explore employees' personal experiences of the hybrid working model, while focus group discussions provided an opportunity to collectively explore themes that emerged from the interviews. Previous research by Kvale (1996) showed that in-depth interviews can provide a deeper understanding of individual perspectives.

The research instrument used in the interviews and group discussions consisted of a semi-structured interview guide that included open-ended questions regarding the experiences, challenges, and impact of hybrid working models on employee behaviour and performance. According to Rubin and Rubin (2012), semi-structured interview guides allow flexibility in exploring relevant topics while maintaining focus on the research objectives.

Data analysis was conducted using thematic analysis techniques. This process involved coding the data generated from the interviews and group discussions to identify emerging themes and patterns. Thematic analysis followed the steps proposed by Braun and Clarke (2006), namely familiarisation with the data, coding, searching for themes, and reviewing themes. This process aimed to present a comprehensive picture of HR experiences in the hybrid work context.

To ensure the validity of the data, this research applied triangulation techniques by involving multiple sources of information, including interviews with employees from various industry backgrounds, as well as secondary data from related literature. In addition, member-checking was conducted, where participants were given the opportunity to evaluate and provide feedback on the findings. According to Lincoln and Guba (1985), triangulation and member-checking can increase the validity of qualitative research by ensuring that the results obtained accurately reflect the participants' perspectives.

## **3. Results and Discussion**

### **3.1. Results**

#### *Employee experience in a hybrid work model influences behaviour*

##### **a. Positive Experiences in Hybrid Working Models**

The results showed that many employees had a positive experience when working in a hybrid model. They indicated that the flexibility offered by this model increases motivation and engagement at work. One interviewee stated, "By working from home, I feel more able to manage my time and get work done more effectively. It also gives me the opportunity to interact more with my family." (Participant 5)

Time flexibility is one of the main factors that influence positive employee behaviour. According to Kossek et al. (2011), flexibility in work arrangements can increase job satisfaction and, in turn, increase employee motivation. The study found that employees who have the freedom to choose their work location and time tend to be more engaged in their tasks and feel more satisfied with their jobs.

b. Challenges in Communication and Collaboration

However, the research also identified a number of challenges that employees face in a hybrid working model, particularly regarding communication and collaboration. Many employees reported that they felt isolated when working from home. One participant explained, "Sometimes, I feel alone when working from home. Communication is not as effective as when we are in the office." (Participant 3)

This social isolation has the potential to reduce motivation and engagement, which can have a negative impact on work behaviour. According to Wang et al. (2021), employees who feel alienated or less connected to their peers may experience decreased motivation and performance. This research underlines the importance of maintaining effective communication and collaboration between teams, both physically and virtually.

c. Effect of Work Environment on Behaviour

The results also show that the work environment, both at home and in the office, strongly influences employee behaviour. Employees who had a comfortable and supportive workspace at home reported a more positive work experience. One participant stated, "By having a separate workspace at home, I can be more focused and productive." (Participant 2)

This is in line with theories on work environment design which state that physical space can influence behaviour and productivity. According to Allen et al. (2013), a good work environment can improve employee performance and satisfaction. This study found that employees who have supportive facilities at home tend to have more proactive and engaged behaviour in their work.

d. Involvement in Decision Making

Hybrid working models also provide opportunities for employees to be more involved in decision-making. Many research participants reported that they felt more in control of their work and could provide more meaningful input. One participant mentioned, "I feel more valued when management asks for my opinion in decision-making. It increases my sense of responsibility." (Participant 7)

Involvement in decision-making can increase employee motivation and engagement. According to Hackman and Oldham (1976), involvement in work and decision-making contributes to increased job satisfaction. These findings confirm that giving employees a more active role in the organisation can reinforce positive behaviours.

e. Implications for Work-Life Balance

The hybrid working model also has an impact on employees' work-life balance. Many employees report that this model allows them to better organise their work and personal time. One interview revealed, "I can spend more time with my kids and still get my work done. It's very valuable to me." (Participant 6)

Flexible work arrangements help employees achieve a better balance between their work and personal lives. Research by Allen et al. (2013) showed that a good work-life balance can improve job performance and satisfaction. The results of this study support those findings, suggesting that hybrid working models provide significant benefits to employee well-being.

The results of this study are in line with various previous studies that show that hybrid work models can significantly influence employee behaviour. For example, Kelliher and Anderson (2010) showed that flexibility in work arrangements can increase employee satisfaction and commitment. In the context of this study, employees' positive experiences with flexibility in working time and space support these findings.

However, the challenges faced in communication and collaboration highlight the importance of paying attention to aspects that can influence behaviour in hybrid work environments. Wang et al. (2021) also noted that employees who feel alienated may experience decreased motivation and performance. These findings suggest that organisations need to develop effective communication strategies to maintain relationships between employees.

Furthermore, the employee involvement in decision-making found in this study confirms the theories on motivation and engagement. According to Hackman and Oldham (1976), involvement in work is one of the important factors that can increase satisfaction and performance. This finding suggests that giving employees the opportunity to contribute to decision-making can positively influence their behaviour.

Employees' experiences in hybrid working models have a complex impact on their behaviour. While many employees report positive experiences with flexibility and work-life balance, challenges with communication and collaboration remain. Therefore, it is important for organisations to develop policies and practices that support positive employee experiences in a hybrid work environment.

#### *Challenges Faced By Employees in Adapting To the Hybrid Working Model*

##### **a. Obstructed Communication**

One of the main challenges employees face in a hybrid working model is the communication barrier. Employees who work from home often find it difficult to communicate effectively with colleagues and superiors. In an interview, one participant noted, "Most of the time, I feel out of context when talking through messages. I miss the face-to-face interaction." (Participant 4)

These challenges have the potential to affect team collaboration and result in miscommunication. Research by Wang et al. (2021) shows that poor communication can lead to confusion and conflict within teams, which in turn can reduce employee productivity and morale.

##### **b. Social Isolation**

Social isolation is another significant challenge that employees face in hybrid working arrangements. Many employees report feeling isolated when they are not in the office environment. One participant shared, "When I work from home, I feel as if I don't have the support of my colleagues." (Participant 1)

This isolation can reduce motivation and job satisfaction. Research by Golden and Veiga (2005) found that feelings of alienation can lead to increased stress and decreased mental health, which can impact employee performance.

##### **c. Time Management and Work Limitations**

Another significant challenge is time management and the difficulty in setting boundaries between work and personal life. Many employees reported that they found it difficult to separate work time from personal time. One participant noted, "I often work longer hours than I should because I feel like I need to be available." (Participant 6).



This difficulty in managing time is in line with the findings revealed by Kossek et al. (2011), which showed that work flexibility can cause conflict between work and personal life if not managed properly.

d. Differences in Technology Access

Effective use of technology is another challenge in hybrid working models. Some employees report that they do not have equal access to the tools and resources needed to work efficiently. One participant said, "Not everyone has a good internet connection or adequate devices to work from home." (Participant 3)

Technology limitations can hinder team performance and collaboration. According to Kelliher and Anderson (2010), access to appropriate technology is essential to support remote working, and inequalities in this access can create gaps in performance.

e. Lack of Management Support

Management support is also an important factor in the success of hybrid working models. Many employees reported feeling a lack of support from their superiors when working remotely. One participant noted, "I find it difficult to get the feedback I need when I am not in the office." (Participant 5)

Lack of managerial support can cause employees to feel unappreciated and demotivated. Research by Allen et al. (2013) showed that social support from management can reduce stress and increase job satisfaction.

f. Stress and Mental Health

Finally, mental health is a major concern in hybrid working models. Many employees report experiencing higher stress due to the demands of adapting to this new way of working. One participant revealed, "I feel more anxious and depressed since we started working from home." (Participant 2)

The increased demands of adapting to a new work environment can have an impact on mental health. According to Wang et al. (2021), prolonged stress can affect employee productivity and well-being, making it important to develop mental health support strategies in the workplace.

### **3.2. Discussion**

The results of this study show the various challenges faced by employees in adapting to the hybrid working model. These challenges not only have the potential to disrupt individual performance, but can also affect overall team dynamics.

1. Barriers to Communication

Communication barriers are a challenge often faced in hybrid working models. Previous research shows that effective communication is essential for successful team collaboration. Golden and Veiga (2005) found that good supervisor-subordinate relationships can improve communication and reduce misunderstandings. In the context of this study, communication challenges can lead to feelings of alienation and frustration among employees, which impacts their motivation and engagement.

2. Social Isolation

Social isolation is another challenge that surfaced in the research. Many employees reported feeling disconnected from their colleagues, which can reduce morale and engagement. According to Kelliher and Anderson (2010), social interaction in the workplace contributes to employees' psychological well-being. Therefore, it is important for organisations to create opportunities for employees to interact socially, whether through virtual meetings or team activities.

3. Time Management and Work Limitations

Difficulties in time management are also very relevant in the context of this study. Employees who cannot set boundaries between work and personal life may experience burnout and stress. Kossek et al. (2011) revealed that flexibility in work arrangements can increase work-life conflict if not managed properly. Organisations need to provide training and resources to assist employees in managing their time better.

4. Technology Access

Access to adequate technology is a crucial factor in the success of hybrid working models. Kelliher and Anderson (2010) point out that inequality in access to technology can create performance gaps among employees. Organisations must ensure that all employees have equal access to the tools and resources necessary to perform their duties efficiently.

5. Management Support

Management support is critical in facilitating the transition to a hybrid working model. Research by Allen et al. (2013) shows that social support from management can increase job satisfaction and reduce stress. In this context, employers need to be more active in providing feedback and support to employees working remotely.

6. Mental Health

Finally, challenges relating to mental health cannot be ignored. The stress that employees face in a hybrid working model can affect their performance and overall well-being. Wang et al. (2021) point out that organisations should pay attention to employees' mental health and provide the necessary resources to support their well-being. This can include mental health support programmes and access to counselling services.

Overall, the results show that the challenges employees face in adapting to hybrid working models are complex and require serious attention from organisations. By understanding these challenges, organisations can take proactive steps to develop strategies that support employees in this transition. Creating a work environment that supports communication, collaboration and mental wellbeing will be key in maximising the benefits of hybrid working models.

*Challenges Employees Face in Adapting to Hybrid Work Models*

The following is the research data on the challenges faced by employees in adapting to the hybrid work model, followed by a discussion that refers to previous research and relevant theories.

1. Isolation and Ineffective Communication

One of the main challenges employees face in hybrid working models is social isolation. Many employees report that working from home often leaves them feeling disconnected from their team and colleagues. Most participants in this study noted that despite digital communication tools, communication is not always as effective as face-to-face communication. One participant said, "I feel more lonely when working from home. Sometimes, I don't know if my colleagues in the office experience the same thing or not." (Participant 2)

The inability to interact directly with colleagues can hinder collaboration and information sharing. Research by Wang et al. (2021) states that strong social connectedness in the workplace contributes to motivation and job satisfaction. When employees feel isolated, this can lead to decreased motivation and engagement, which in turn negatively impacts performance.

2. Difficulty in Managing Time and Tasks

Another challenge employees face is the difficulty in managing time and tasks. The hybrid working model often creates a situation where the boundaries between work and personal life are blurred. Many employees report difficulty in setting clear working hours and sometimes feel overwhelmed by unfinished work. One participant revealed, "When I work from home, I find it hard to stop work. Sometimes I work longer than I should." (Participant 3)

This is in line with research by Kossek et al. (2011), which showed that flexibility in work arrangements can lead to conflicts between work and personal life. Employees who cannot manage these boundaries often experience stress and burnout, potentially reducing their performance.

### 3. Technology and Accessibility Gaps

Another significant challenge is the technology gap. Some employees feel that they do not have access to the necessary tools or technology to function well in a hybrid working model. For example, participants working from home complained about the lack of adequate hardware or unstable internet connection. One participant said, "I feel very frustrated when my internet connection drops during an important meeting. It makes me feel unprofessional." (Participant 4)

In this context, technology is an important factor in the success of hybrid working models. According to Allen et al. (2013), inadequate access to technology can be a barrier for employees to collaborate effectively. Therefore, organisations need to ensure that all employees have adequate access to the technology required to support hybrid working models.

### 4. Limitations in Training and Development

Employees also reported limitations in training and development when adapting to the hybrid working model. Many felt that they did not get enough support to understand the new tools and technologies used in a hybrid setting. One participant stated, "I would like to learn more about the new tools our team is using, but I feel there is no time or support for that." (Participant 5)

Inadequate training can hinder employees' ability to adapt to change and affect their performance. According to DeLisi and Murdock (2021), proper training is essential to improve employee skills and competencies in a changing work environment.

### 5. Work-Life Balance Issues

Another challenge that employees face is the issue of work-life balance. Many employees express that it is difficult to balance work responsibilities with personal life. In a hybrid working model, flexibility can be a double-edged sword, where employees feel pressurised to be available. One participant asserted, "With a job that can be done anywhere, I feel like I always have to be available. This makes it hard for me to relax." (Participant 6)

A poor work-life balance can lead to stress and burnout, which in turn can reduce productivity. Research by Allen et al. (2013) shows that employees who cannot balance work and personal life tend to experience higher levels of stress and lower job satisfaction.

The results of this study show that the challenges employees face in adapting to the hybrid working model are multifaceted. Social isolation, difficulties in time management, technology gaps, training limitations, and work-life balance issues all contribute to employees' negative experiences in a hybrid work environment.

Hybrid working models impact employee performance in organisations

### 1. Positive Impact on Employee Performance



The results show that the hybrid working model has a significant positive impact on employee performance. Most respondents stated that they felt more productive when given the flexibility to work from home and from the office. One participant stated, "I feel more focused and able to get work done faster when working from home without the distractions that are often present in the office." (Participant 1)

Flexibility in working time arrangements is one of the factors that increase productivity. Previous research by Kelliher and Anderson (2010) showed that employees who have more control over their work schedules tend to perform better. In this context, the hybrid working model allows employees to choose the working time that is most productive for them, thereby improving work output.

## 2. Improved Quality of Work

Hybrid working models also contribute to improved work quality. Many respondents reported that they are able to focus and concentrate better when working from home, which leads to higher quality work. One participant emphasised, "When I work from home, I can set my own work environment, and it helps me to be more creative." (Participant 2)

This improved quality of work is supported by the theory proposed by Hackman and Oldham (1976), which states that a supportive work environment can increase motivation and job satisfaction, which ultimately leads to better results. In the hybrid work model, employees have the opportunity to create a work environment that suits their preferences.

## 3. Better Engagement

One of the key findings of this research is that hybrid working models can increase employee engagement. Employees who feel they have more control over how they work tend to feel more engaged and committed to the organisation. Research shows that high engagement is positively correlated with better performance. One respondent said, "When I am given the freedom to choose how I work, I feel more valued and more eager to give my best." (Participant 3)

This finding is in line with research by Saks (2006), which states that employee engagement is very important to achieve optimal performance. Employees who feel engaged tend to work harder and produce better performance.

## 4. Performance Challenges Faced

However, despite the many benefits found, the study also identified challenges faced by employees in a hybrid working model. Some respondents reported that difficulties in collaborating with colleagues in a team can hinder their performance. One participant revealed, "Although I enjoy working from home, I find it difficult to collaborate with the team effectively. Sometimes, it is difficult to get the feedback I need." (Participant 4)

This constraint has the potential to reduce performance, especially in projects that require close collaboration. This is supported by research by Allen et al. (2013), which states that social support in the workplace greatly affects employee well-being and performance.

## 5. Management's Role in Performance

The research also highlights the important role of management in supporting employee performance in a hybrid working model. Employees who feel supported by their supervisors tend to perform better. One participant stated, "Support from my manager is very important. When I feel he believes in my abilities, I am more motivated to achieve my targets." (Participant 5)

Transformational leadership theory, proposed by Bass (1985), states that leaders who support and motivate employees can improve performance. In the context of a hybrid working

model, management should focus on effective communication and providing the necessary support to improve employee performance.

The results show that hybrid working models can have a positive impact on employee performance, but are also characterised by challenges that need to be overcome. In this discussion, we will relate these findings to previous research and relevant theory to provide further context.

1. Positive Impact on Performance

The positive impact of hybrid work models on employee performance has been documented in various previous studies. Research by Kelliher and Anderson (2010) shows that work flexibility can increase productivity and job satisfaction. Employees who have control over their work schedule often feel more empowered, which contributes to better work outcomes.

In this study, respondents who reported increased productivity and quality of work when working from home supported these findings. This suggests that providing flexibility to employees can be an effective strategy to improve performance.

2. Employee Engagement

Better employee engagement in the hybrid working model is in line with previous findings by Saks (2006). Employees who feel engaged tend to show higher performance. In this study, respondents who felt they were given freedom in how they worked reported higher levels of engagement, which in turn had a positive impact on performance.

The importance of this engagement suggests that organisations should focus on creating a culture that supports employee participation in decision-making and work arrangements.

3. Challenges in Collaboration

While hybrid working models bring many benefits, challenges in collaboration remain an important issue. Research by Allen et al. (2013) showed that social support in the workplace affects well-being and performance. In this study, difficulties in collaborating and getting feedback were barriers to the performance of some employees.

Therefore, it is important for organisations to develop effective communication and collaboration strategies in a hybrid setting. This could include the use of digital communication tools that support better collaboration, such as project management platforms and communication apps.

4. The Role of Management

The role of management in supporting employee performance is very important. This research shows that employees who feel supported by their managers tend to perform better. Management support can take the form of constructive feedback, recognition of achievements, and provision of resources needed to get the job done.

Transformational leadership theory proposed by Bass (1985) emphasises the importance of leaders in motivating and supporting employees. In the context of hybrid working models, managers need to adapt to a more flexible and communicative approach to support employee performance.

Overall, this research shows that hybrid working models have a significant positive impact on employee performance, but also face challenges that need to be overcome. Flexibility, improved quality of work, and better engagement are some of the benefits that can be optimized. However, challenges in collaboration and management support need to be addressed to ensure that employee performance remains maximized.

To maximize the benefits of hybrid working models, organizations should focus on creating an environment that supports collaboration, effective communication and strong managerial support. With these steps, organizations can harness the full potential of hybrid working models and improve employee performance.

#### **4. Conclusion**

This research emphasizes the significance of hybrid work models in human resource development (HRD) and their impact on employee behavior and performance. By combining both home and office work, the hybrid model offers flexibility that can enhance productivity, engagement, and work quality. However, employees also face challenges, such as social isolation, collaboration difficulties, and time management issues. To fully leverage the benefits of hybrid work, organizations must implement strategies like improving communication, providing adequate training, and offering strong managerial support.

The study concluded the following: (1) Employees in hybrid work models tend to show increased engagement and motivation when they have control over their work schedule and environment, leading to higher productivity and positive behavior. (2) Despite these benefits, challenges like social isolation and collaboration difficulties can hinder performance, highlighting the need for organizations to address these issues. (3) Overall, hybrid work positively impacts performance, particularly in productivity and work quality, but lack of collaboration and insufficient managerial support can decrease effectiveness.

Based on these findings, the following recommendations are made for organizations adopting a hybrid model: (1) Improve communication and collaboration through digital tools that support team interaction and information sharing. (2) Provide managerial support, including regular feedback and recognition. (3) Offer training to help employees adapt to new technologies and skills for hybrid work. (4) Introduce policies that promote work-life balance to prevent stress and burnout.

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