

Work Hybrid, Work-Life Balance, Work Engagement, and Employee Performance

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Abstract

This study aims to provide empirical evidence on the factors influencing the hybrid workplace model from the employer's perspective, as well as the intention of adopting hybrid work as the future of work to enhance performance. The theoretical framework combines the Theory of Performance and Development as a reference for the study. This is a quantitative research study that employs purposive sampling, selecting participants based on specific criteria. Data collection was conducted through a survey method using questionnaires distributed to 170 respondents. The analysis was performed using the SmartPLS 4.0 software. The empirical results show a strong correlation between work engagement and employee performance, with the integration of mediating factors. The findings indicate that better acceptance of the benefits of hybrid work and work-life balance by employees contributes to improved employee performance. Furthermore, evidence suggests that the path coefficient of hybrid work has the most dominant role in influencing employee performance and work engagement, particularly among Generation Z. This indicates that Generation Z possesses a forward-thinking approach to self-quality, enabling them to align their interests with their efforts to maintain their work quality.

Keywords: Work hybrid, work life balance, work engagement, employee performance, Gen Z.

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1. Introduction

The extraordinary changes brought about by the COVID-19 pandemic have forced companies worldwide to accelerate the transition to digital business processes and redefine organizational norms globally. These changes have significantly impacted employee behavior, habits, and mindsets, with many now seeking greater flexibility in managing their time.

Indonesia's population is dominated by Generation Z, the youngest cohort in the modern workforce. Generation Z is characterized by its ability to adapt to technology, fostering connectivity, and introducing new workplace cultures, such as the demand for flexibility and a healthy work-life balance.

The future of work will feature more flexible norms, remote working options, changes in policies, processes, workspaces, collaboration systems, and a heightened focus on employees' mental health. This shift compels companies to make decisions that align with employees' preferences, whether by continuing remote work, returning to office-based models, or adopting a hybrid working model that combines both approaches. Such flexibility aims to sustain productivity, performance, and employee satisfaction at high levels.

Human Resources and Management are closely linked to performance aspects, which play a critical role in maintaining balance within an organization. According to the Theory of Performance and Development, strong performance is influenced by several factors. This theory can therefore be applied to analyze the factors affecting hybrid workplace models from the employer's perspective and the intention to adopt hybrid work as the future of work to enhance performance.

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2. Literature Review

2.1. *The Impact of Work Hybrid on Employee Performance*

Research conducted by Arnetta et al. (2021) and N. Chellam et al. (2022) highlights that the hybrid work system has a positive impact on employee performance. Furthermore, Lenka (2021) stated that the hybrid work model not only enhances operational efficiency but also boosts performance, motivation, employee engagement, and effective teamwork.

Similarly, a study by Grzegorzczak et al. (2021) found that the hybrid work system provides numerous benefits to employees, one of which is increased flexibility. This flexibility includes the freedom to define workspaces and to determine the minimum or maximum amount of time spent working, whether remotely or in the office. Employees also have the liberty to choose specific locations for remote work. Based on this, the hypothesis formulated in this study is:

Hypothesis 1: The more effective the hybrid work system, the higher the employee performance.

2.2. *The Impact of Work-Life Balance on Employee Performance*

Research by Bramanto and Saputra (2022) reveals that flexible working hours can positively support work-life balance, thereby enhancing employee performance. This is supported by studies from Borgia et al. (2022), Wolor et al. (2020), Dousin et al. (2019), Johari et al. (2018), Isse et al. (2018), and Rene & Wahyuni (2018), which show that factors such as equitable work schedules and supportive leadership significantly and positively impact employee performance. These factors contribute to improved quality and effectiveness of employee performance. Based on this, the hypothesis formulated in this study is:

Hypothesis 2: The higher the work-life balance, the higher the employee performance.

2.3. *The Impact of Work Engagement on Employee Performance*

Employees with higher levels of work engagement tend to be more productive in the workplace, investing greater energy that leads to excellent performance (Uddin et al., 2018). Similarly, Lianasari et al. (2017) argue that work engagement involves employees going beyond company expectations, working collaboratively with colleagues to enhance their performance and achieve organizational goals.

However, different findings were reported by Kusumawati (2017), who found a positive but insignificant influence of work engagement on employee performance. Similarly, Mahadika & Hadi (2018) suggested that employee engagement does not have a significant relationship with employee performance in a study conducted at a company in Batam. The formulation of the hypotheses in this study is as follows:

Hypothesis 3: The higher the work engagement, the higher the employee performance.

2.4. *The Impact of Work Hybrid on Work Engagement*

Millennial employees tend to value flexible work schedules and recognition for their achievements (Schwartz et al., 2018). According to Weydeiman & Hofmeyr (2020), flexible work arrangements have a direct impact on employee engagement. Similarly, Ivanakauskaite (2015) concluded that flexible work arrangements significantly influence employee engagement.

Aligned with these findings, Susanti (2022) emphasized that a company's strategy in implementing hybrid work models can be a key factor in managing millennial employee engagement and retention. The formulation of the hypotheses in this study is as follows:

Hypothesis 4: The more effective the hybrid work system, the higher the work engagement.

2.5. *The Impact of Work-Life Balance on Work Engagement*

Research by Ferinia et al. (2023), Prafitriandini et al. (2022), Rahmayati et al. (2022), Suryaratri et al. (2020), Yuliani et al. (2020), Jaharuddin et al. (2019), and Larasati et al. (2019) consistently demonstrates that work-life balance positively and significantly affects work engagement.

Work-life balance is commonly viewed as a key factor in improving employee productivity, contributing positively to overall organizational performance. Additionally, maintaining a healthy work-life balance is crucial for employees'

personal lives, family satisfaction, and job satisfaction. This balance helps reduce absenteeism and enhances productivity. Based on this, the hypothesis formulated in this study is:

Hypothesis 5: The higher the work-life balance, the higher the work engagement.

2.6. The Impact of Work-Life Balance on Employee Performance with Work Engagement as a Mediator

Ganapathi (2016) emphasizes the importance of implementing work-life balance practices, such as flexible working hours, to allow employees to engage in activities beyond their professional obligations, such as spending time with family, exercising, or pursuing hobbies. These practices aim to maintain and enhance employee quality and commitment. On the other hand, work engagement ensures that employees remain dedicated and focused on their work activities. Engaged employees tend to perform their roles with excellence (Christian et al., 2011).

This is further supported by Witriaryani et al. (2022), who found that work-life balance significantly impacts employee performance more effectively when mediated by employee engagement than when directly correlated. Their study measured the levels of employee engagement and perceptions of work-life balance across employees from two different companies. The findings suggest that applying employee engagement as a mediating factor in the relationship between work-life balance and performance can enhance overall employee productivity. The formulation of the hypotheses in this study is as follows:

Hypothesis 6: The higher the work engagement, the stronger the influence of work-life balance on employee performance.

3. Research Method and Materials

In addressing the issues discussed in this study, the researcher used a quantitative research method, which is one of the approaches used to study a specific population or sample. This study includes 3 exogenous variables: Work Hybrid (X1), Work-Life Balance (X2), and Work Engagement (X3), along with one endogenous variable, which is Employee Performance (Y). The target population for this study consists of Generation Z across Indonesia who are employed and within the productive age range. This research employs purposive sampling, as the population of Generation Z is unknown, and therefore, it is necessary to apply specific criteria or considerations for sample selection. The demographic characteristics of the respondents, which are included in the questionnaire items, consist of: (1) Gender, (2) Age, (3) Status, (4) Occupation, (5) Residence. These items are used to ensure that the data collected indeed targets employed Generation Z in Indonesia within the productive age group.

The sample size calculation is based on specific criteria as follows: (1) Generation Z age range of 15-28 years (birth years between 1995 and 2010), and (2) currently working in a hybrid setup. According to Hair et al. (2017), the minimum sample size should be 5-10 times the number of indicators. Generally, a sample size of more than 100 is preferred, but a sample size smaller than 100 can be acceptable, depending on the research context. According to Sugiyono (2017), in multivariate analysis, the minimum sample size is 5-10 times the number of indicators. This study has 17 items of statements, so the required sample size is $17 \times 10 = 170$ samples as the minimum, which may increase based on the findings. Therefore, the researcher decided to use a sample size of 170 respondents, based on the formulas and theories explained.

The data collection method used in this study is a survey, with questionnaires distributed to respondents digitally using Google Forms. The questionnaire consists of a total of 25 items, divided into 17 indicators representing 4 variables. For the Work Hybrid (X1) variable, 11 statements represent the variable; for Work-Life Balance (X2), 3 statements represent the variable; for Work Engagement (X3), 6 statements represent the variable; and lastly, 5 statements represent the Employee Performance (Y) variable. The measurement instrument used in the questionnaire is a 5-point Likert scale, with response options as follows: 1) Strongly Disagree (SD), 2) Disagree (D), 3) Neutral (N), 4) Agree (A), 5) Strongly Agree (SA). Once 170 completed questionnaires are collected, the next step is to conduct analysis using SmartPLS version 4.0 software.

4. Results and Discussion

4.1. Results

Before proceeding to the inner model (structural model) testing and hypothesis testing, it is important to conduct measurement model testing. This is done to ensure that the items we collect have validity and reliability within the

measurement model used. The software used for this testing is SmartPLS 4.0, which provides tools for conducting measurement model tests through the 'PLS Algorithm' calculation. The output from this analysis is used as an analytical tool for the indicators of each research variable to test validity and reliability. The PLS Algorithm also provides several calculation results necessary for this study, including outer/factor loading values, path coefficients, and R-square values.

The measurement model testing, based on the PLS Algorithm, includes testing the outer loading and cross loading, followed by calculating the Average Variance Extracted (AVE) and Cronbach's Alpha. After this, the structural model testing and hypothesis testing can proceed. It has been determined that all indicators for each variable meet the requirements for both validity and reliability. Therefore, there is no need for any elimination or removal of indicators for any variable, as the measurement model has already met the necessary criteria. According to Husein (2015: 18), outer model analysis is conducted to ensure that the measurement used is valid and reliable. The result of Outer Model can shown on Figure 1.

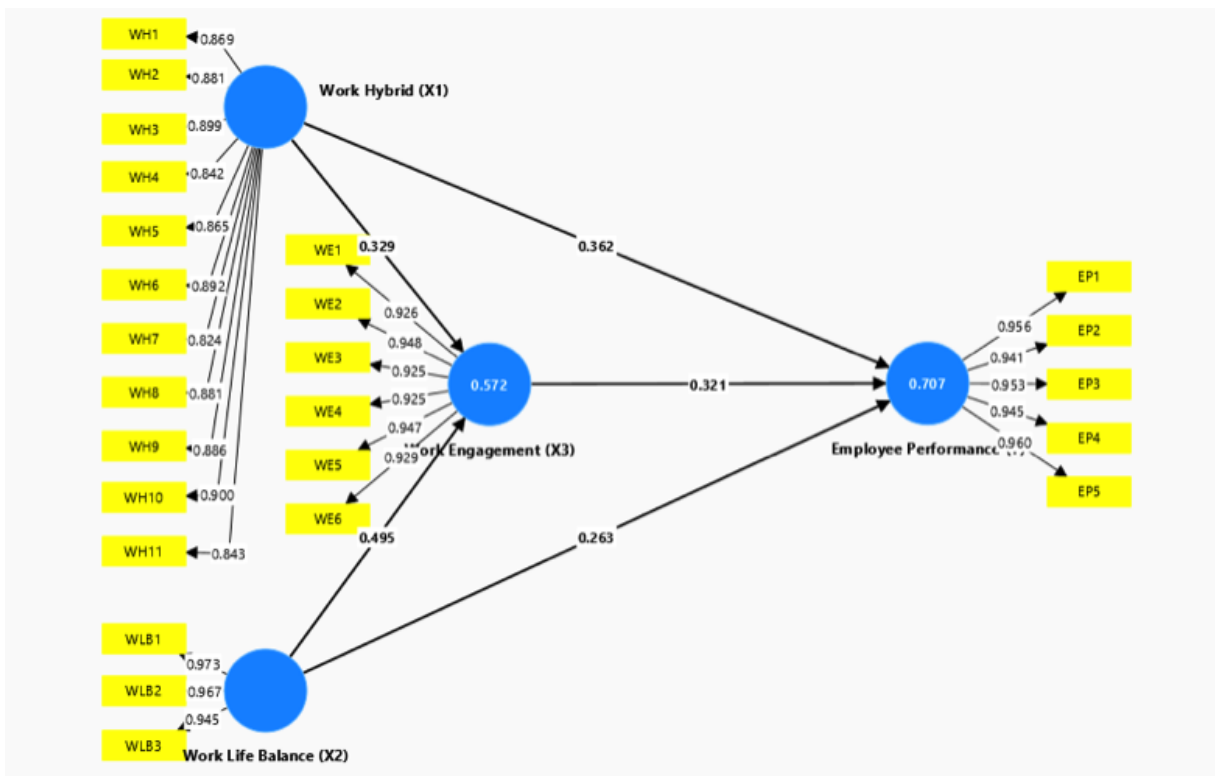


Figure 1. Outer Model

Source: Outer model of the factors affecting Employee Performance of Generation Z.

Based on Figure 1, on the path coefficient results, X1 (Work Hybrid), X2 (Work Life Balance), and X3 (Work Engagement) have a positive relationship with the endogenous variable, with X1 having the greatest influence, followed by X3 and X2. The work-life balance variable has 3 indicators, WLB1 to WLB3. The highest outer loading value among the other variables indicates that each indicator has a relevant contribution to the work-life balance variable. Meanwhile, the outer loading values for the work engagement variable show that the indicators play an important role in measuring work engagement.

The R-square value for the work engagement variable is 0.572. This means that 57.2% of the variability in work engagement can be explained by the work hybrid and work-life balance variables, which can be categorized as moderate, demonstrating the predictive strength of this research model. However, the R-square value for the employee performance variable is 0.707. This means that 70.7% of the variability in employee performance can be explained by the work hybrid, work-life balance, and work engagement variables. The obtained value shows that the predictive strength of the research model used is substantial or strong.

Table 1. Path Coefficient

	Employee Performance (Y)	Work Engagement (X2)	Work Hybrid (X1)	Work Life Balance (X2)
Employee Performance (Y)	-	-	-	-
Work Engagement (X2)	0.321	-	-	-
Work Hybrid (X1)	0.362	0.329	-	-
Work Life Balance (X2)	0.263	0.495	-	-

4.2. Evaluation of the Structural Model or Inner Model

In the evaluation of the inner model, several analyses are performed, including testing the direct effects and indirect effects, as well as calculating the R-Square determination value. Additionally, the Q-Square and F-Square analyses are conducted.

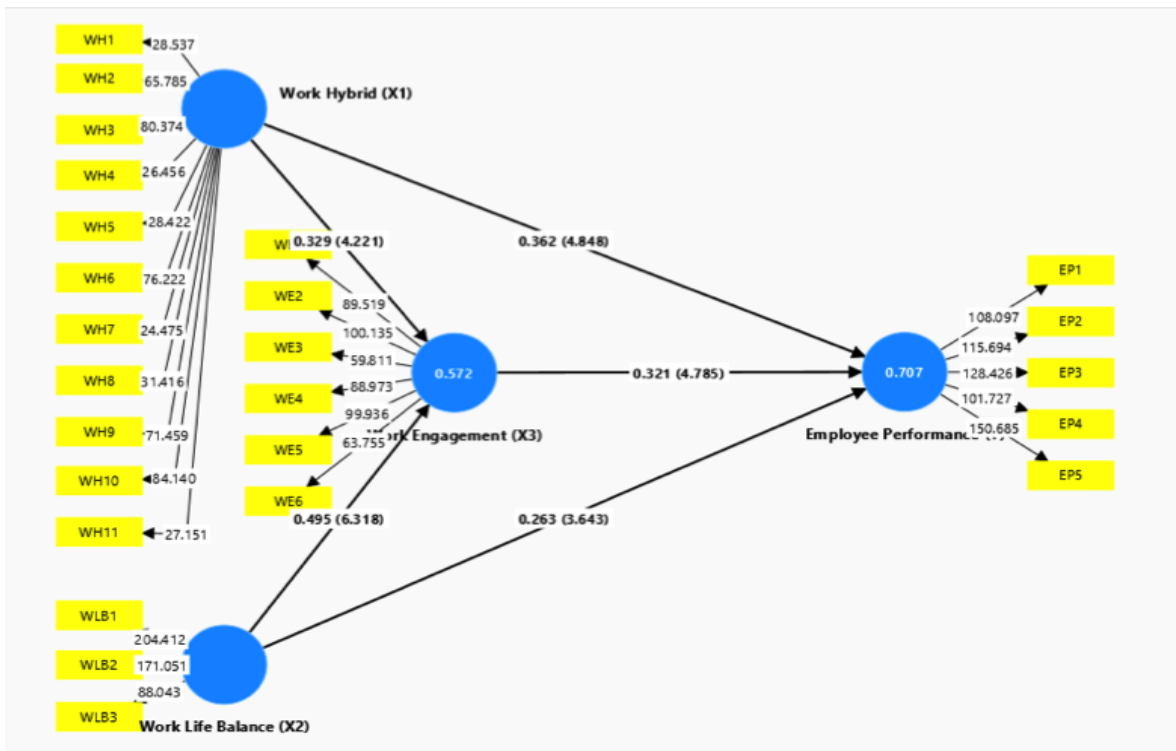


Figure 2. Inner Model

Source: Path model of the factors influencing Employee Performance of Generation Z.

Based on Figure 2, the variables X1 (Work Hybrid) and X3 (Work Engagement) significantly explain Y (Employee Performance), while X2 (Work Life Balance) does not significantly explain Y. The path coefficient values, as shown in Figure 3, indicate that all three exogenous variables have a positive relationship with the endogenous variable, with X1 having the greatest influence, followed by X3 and X2.

To determine the size of the effect of each exogenous variable in explaining the endogenous variable, further evidence can be seen through the R Square test. R Square is used to measure how much the endogenous variable is influenced by the other variables. The R Square value helps assess the strength of the model by showing the proportion of variance in the endogenous variable that can be explained by the exogenous variables.

Table 2. R-square

Variabel	R Square	Criteria
Work engagement	0.572	Moderate
Employee performance	0.707	Substantial

Based on Table 2, the R-square value for the work engagement variable is 0.572. This means that 57.2% of the variability in the work engagement construct can be explained by the work hybrid and work-life balance variables, while the remaining 42.8% of the work engagement variability is explained by other variables outside the model.

The R-square value for the employee performance variable is 0.707. This indicates that 70.7% of the variability in the employee performance construct can be explained by the work hybrid, work-life balance, and work engagement variables, while the remaining 29.3% of the employee performance variability is explained by other variables outside the model.

4.3. Hypothesis Testing

Hypothesis testing is conducted using the p-statistics test (p-value). If the p-value is less than 0.05 or the t-value is greater than 1.96, the test is considered significant. Conversely, if the p-value is greater than 0.05 or the t-value is less than 1.96, the test is considered not significant.

When the test results indicate significant outer loading, this suggests that the indicators can be used as reliable measures of the latent variables. Based on the PLS analysis results, the direction and impact of each independent variable on its dependent variable are demonstrated.

Table 3. Hypothesis Testing Results

Hypothesis	Correlation Coefficient	T Count	p values	Results
Direct Impact				
Work hybrid -> Employee performance	0.362	4.738	0.000	Significant
Work-life balance -> Employee performance	0.263	3.428	0.001	Significant
Work engagement-> Employee performance	0.321	5.125	0.000	Significant
Work hybrid -> Work engagement	0.329	4.105	0.000	Significant
Work-life balance -> Work engagement	0.495	6.160	0.000	Significant
Indirect Impact				
Work-life balance -> Work engagement -> Employee performance	0.159	3.357	0.001	Significant

4.3.1. The Impact of Work Hybrid on Employee Performance in Indonesia

Hypothesis testing on the impact of work hybrid on employee performance reveals that work hybrid has a positive and significant effect on employee performance in Indonesia, with a coefficient of 0.362, a t-value of 4.738 (greater than 1.96), and a p-value of 0.000 (less than 0.04). This means that the better the work hybrid experience perceived by employees in Indonesia, the more their performance will increase. Based on these results, the hypothesis that work hybrid has a positive and significant effect on employee performance in Indonesia is accepted.

Millennial employees typically have characteristics that include a desire for rewards or recognition for their achievements and prefer flexible working hours (Schwartz et al., 2018). Research conducted by Arnetta et al. (2021) and N. Chellam et al. (2022) highlights that work hybrid systems have a positive impact on employee performance. Furthermore, Lenkaa (2021) indicates that work hybrid models also help improve work operations, performance, motivation, employee engagement, and teamwork.

This finding is consistent with research by Grzegorzczuk et al. (2021), which states that work hybrid systems provide many benefits to employees, one of which is increased flexibility. This flexibility refers to the freedom to choose the workspace. Employees are also able to freely manage the minimum and/or maximum time spent working, either remotely or in the office, including specifying where their remote workspace is located. Similarly, in the study by Davidescu et al. (2020), it is stated that hybrid working is highly favored by employees because it combines working from home and working in the office. It is considered an optimal solution for enhancing company performance and maintaining professional and social relationships. In order to achieve this, employees need to schedule and balance their work time efficiently.

4.3.2. The Impact of Work-Life Balance on Employee Performance in Indonesia

Hypothesis testing on the impact of work-life balance on employee performance reveals that work-life balance has a positive and significant effect on employee performance in Indonesia, with a coefficient of 0.263, a t-value of 3.428

(greater than 1.96), and a p-value of 0.001 (less than 0.05). This means that the better the work-life balance perceived by employees in Indonesia, the more their performance will increase. Based on these results, the hypothesis that work-life balance has a positive and significant effect on employee performance in Indonesia is accepted.

Work-life balance refers to the balance an individual achieves between work and life outside of work (Larasati et al., 2019). According to research by Bramanto and Saputra (2022), flexible working hours can help employees meet both personal and professional demands, positively affecting their performance. Saina et al. (2016) explain that work-life balance benefits individuals or employees by making them more productive and healthier in managing both their personal and professional lives. Soomro et al. (2018) argue that work-life balance determines the amount of time available for employees to fulfill their roles in both work and family life.

This research aligns with studies by Borgia et al. (2022), Wolor et al. (2020), Dousin et al. (2019), Johari et al. (2018), Isse et al. (2018), and Rene & Wahyuni (2018), which state that work-life balance practices, such as even work schedules and supportive managers, have a significant positive impact on employee performance. This, in turn, can lead to improved performance quality. Additionally, Larasati et al. (2019) emphasize that work-life balance practices are an important factor in enhancing employee performance.

4.3.3. The Impact of Work Engagement on Employee Performance in Indonesia

Hypothesis testing on the impact of work engagement on employee performance reveals that work engagement has a positive and significant effect on employee performance in Indonesia, with a coefficient of 0.321, a t-value of 5.125 (greater than 1.96), and a p-value of 0.000 (less than 0.05). This means that the higher the work engagement of employees in Indonesia, the better their performance will be. Based on these results, the hypothesis that work engagement positively and significantly affects employee performance in Indonesia is accepted.

This finding is consistent with research by Lai et al. (2020), Tisu et al. (2020), Abas et al. (2019), and Cesário & Chambel (2017), which states that work engagement has a positive impact on employee performance. Kustya & Nugraheni (2020), Wicaksono & Rahmawati (2019), Albana (2018), Chandra (2018), and Mulyawan et al. (2017) also found a positive relationship between work engagement and employee performance. Similarly, Fauzya & Chaniago (2022), who studied the same topic, concluded that work engagement and employee performance influence each other positively.

4.3.4. The Impact of Work Hybrid on Work Engagement of Employees in Indonesia

Hypothesis testing on the impact of work hybrid on work engagement shows that work hybrid has a positive and significant effect on work engagement among employees in Indonesia, with a coefficient of 0.329, a t-value of 4.105 (greater than 1.96), and a p-value of 0.000 (less than 0.05). This means that the better the work hybrid experience perceived by employees in Indonesia, the higher their work engagement will be. Based on this, the hypothesis that work hybrid positively and significantly affects work engagement among employees in Indonesia is accepted.

The results of this study are consistent with research by Susanti (2022), which explains that a company's strategy in implementing hybrid working can be a key factor in managing millennial employee engagement and their intention to stay in the company. This work hybrid model is linked to improvements in productivity, engagement, and employee satisfaction (Teja & Wendra, 2022).

4.3.5. The Impact of Work-Life Balance on Work Engagement of Employees in Indonesia

Hypothesis testing on the impact of work-life balance on work engagement shows that work-life balance has a positive and significant effect on work engagement among employees in Indonesia, with a coefficient of 0.495, a t-value of 6.160 (greater than 1.96), and a p-value of 0.000 (less than 0.05). This means that the better the work-life balance perceived by employees in Indonesia, the higher their work engagement will be. Based on this, the hypothesis that work-life balance positively and significantly affects work engagement among employees in Indonesia is accepted.

Work-life balance refers to an individual's ability to manage time effectively and balance work with personal life or personal interests (Lumonon, 2019). It is the equilibrium between one's work life and personal life (Larasati et al., 2019). In addition to requiring employees to achieve company goals, organizations must also consider the flexibility in employees' work schedules to support their social lives (work-life balance). Companies have provided flexible work options as a competitive advantage to attract and retain human talent, and to enhance the work-life balance of employees, which in turn positively influences their work engagement.

4.3.6. *The Impact of Work-Life Balance on Employee Performance in Indonesia with Work Engagement as a Mediator*

Hypothesis testing on the impact of work-life balance on employee performance with work engagement as a mediator shows that work-life balance positively and significantly affects employee performance, mediated by work engagement among employees in Indonesia. The coefficient value is 0.159, with a t-value of 3.357 (greater than 1.96) and a p-value of 0.001 (less than 0.05). This result indicates that the better the work-life balance perceived by employees, the higher their work engagement will be. As work engagement increases, employee performance in Indonesia also improves. Based on this, the hypothesis that work engagement significantly mediates the impact of work-life balance on employee performance is accepted.

This research is supported by Witriaryani et al. (2022), who state that work-life balance has a more significant impact on employee performance through the mediation of employee engagement, compared to a direct correlation. The study explored the potential relationship between work-life balance and employee engagement by measuring employee engagement levels and work-life balance perceptions from employees in two different companies. Therefore, it is expected that the implementation of employee engagement as a mediator for work-life balance will improve employee performance in an organization.

5. Conclusion

Based on the findings discussed above, this study provides empirical evidence that the intention of Generation Z to enhance their employee performance is explained by work hybrid, work-life balance, and work engagement they experience. The study supports the Theory of Performance and Development, which offers a strong framework to improve key areas of the modern work environment, particularly as companies adapt to hybrid work models, prioritize work-life balance, encourage work engagement, and strive for high employee performance. By applying the principles of this theory, organizations can create supportive, flexible, and attractive work environments that empower employees to excel, ultimately contributing to the success of the company.

The findings show a strong correlation between work engagement and employee performance, which enhances this theory by integrating engagement as an important mediating factor. This explains that the better the benefits of work hybrid and work-life balance experienced by employees, the more it helps organizations in increasing employee performance. Therefore, if work-life balance is well perceived by employees in Indonesia, it can improve work engagement, and as work engagement increases, it leads to better employee performance.

The path coefficient results indicate that work hybrid plays the most dominant role in influencing both employee performance and work engagement. This is evidenced by its significantly higher path coefficient value compared to the other variables. However, the work-life balance variable, with the smallest path coefficient among the three, indicates that work-life balance does not have as much influence on Generation Z in enhancing employee performance. Work engagement, with a path coefficient value between work hybrid and work-life balance, plays a more moderate role than work-life balance in developing quality employee performance among Generation Z. These findings suggest that Generation Z places great value on personal quality and makes decisions based on their interests and the ways they maintain quality in their work.

This finding also has implications for policy formulation aimed at improving employee performance in the current era, where technology trends and hybrid work models are rapidly developing. Understanding the interplay between work hybrid, work-life balance, and work engagement can help companies design better strategies for fostering high employee performance among Generation Z.

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