

The Influence of Hybrid Work Models on Employee Productivity and Well-Being

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Abstract

This study examines the impact of hybrid work model implementation on employee productivity and well-being in Indonesian organizations. The hybrid model, combining remote and on-site work, is considered an adaptive post-pandemic strategy with economic and psychological implications. A mixed-methods explanatory sequential design was employed. Quantitative data were collected from 500 employees, measuring productivity through Key Performance Indicators (KPI) extracted from HRIS platforms (SAP SuccessFactors and Workday) and well-being using the WHO-5 Index. Analyses included descriptive statistics, paired t-tests, and linear regression. Complementary qualitative insights were obtained from 30 structured interviews and analyzed thematically. Results show that average KPI scores increased significantly from 77.38 to 81.32 ($p < 0.001$; Cohen's $d = 1.06$), while WHO-5 scores rose from 55.03 to 63.76 ($p < 0.001$; Cohen's $d = 1.32$). However, regression analysis revealed that improved well-being was not directly associated with productivity gains ($p = 0.788$). Thematic analysis identified four central themes: flexibility and time efficiency, enhanced work-life balance, collaboration challenges, and risks of digital fatigue. The study concludes that hybrid work substantially enhances both productivity and well-being, though their relationship is not linear. Organizational factors, particularly communication, managerial support, and digital workload management are critical for success. These findings contribute to human resource management literature and highlight the strategic significance of hybrid work in sustaining corporate performance in uncertain environments.

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1. INTRODUCTION

The global shift in work patterns increasingly demands flexibility, particularly after the COVID-19 pandemic, which accelerated the adoption of remote work models across various industries. One form of this adaptation is the hybrid work model, a system that combines working from the office (work from office) and working from home (work from home). This model is believed to provide a balance between organizational productivity demands and employee well-being needs. In Indonesia, the implementation of hybrid work arrangements has gained growing popularity among both employees and organizations. According to recent surveys, 62% of Indonesian employees expressed a preference for hybrid work, while only 16% preferred working entirely in the office, and approximately 21% chose to work fully remotely ([Selular.id, 2023](#)). These findings indicate that the majority of the Indonesian workforce perceives hybrid work as the ideal option to maintain flexibility while sustaining productivity.

However, the implementation of the hybrid work model in Indonesia is not without structural and technical challenges. One of the major obstacles lies in the limitations of technological infrastructure. Surveys indicate that 81% of employees experience unstable internet connectivity, which often disrupts workflow and productivity. Additionally, 55% of employees report poor audio quality during online meetings, while 41% complain about inadequate video quality ([Selular.id, 2023](#)), ([Forum, 2025](#)). These technical issues have significant implications for the effectiveness of communication and team collaboration.

The aspect of collaboration and face-to-face interaction has also become a critical concern. Approximately 45% of employees feel that direct interaction has significantly decreased during hybrid meetings, leading to communication gaps and coordination challenges within work teams. Furthermore, 36% of respondents reported that half of their meetings are conducted in a hybrid format, indicating that this model has become a common practice, although it has not yet reached optimal effectiveness ([Indotelko, 2023](#)).

From the perspective of productivity and well-being, survey results among corporate leaders in Indonesia reveal a sense of optimism. Approximately 77% of CEOs and CFOs believe that hybrid work can reduce operational costs, while 82% consider this model effective in enhancing employee productivity. However, research also indicates potential risks of burnout and digital fatigue experienced by some employees, particularly those in the public and administrative sectors, highlighting the psychological consequences associated with the implementation of this work system ([Forum, 2025](#)).

These findings illustrate a paradox in the implementation of hybrid work in Indonesia. On one hand, this model is highly favored and perceived to enhance productivity and efficiency; yet, on the other hand, it faces significant challenges, including unequal technological infrastructure, limited social interaction, and potential disruptions to employees' psychological well-being.

From a theoretical perspective, employee productivity can be understood through ([Drucker, 1999](#)) concept of knowledge worker productivity, which emphasizes that productivity in the modern era is not solely determined by physical output but also by employees' contributions in terms of knowledge, creativity, and their ability to leverage work flexibility. In the context of this study, productivity is measured using Key Performance Indicators (KPIs) recorded in the Human Resource Information System (HRIS) as an objective benchmark of employee performance.

Meanwhile, the aspect of employee well-being can be explained through ([Diener, 1984](#)) Subjective Well-Being Theory, which emphasizes that an individual's well-being is determined by life satisfaction, high levels of positive affect, and low levels of negative affect. This theory is

relevant to the use of the WHO-5 Well-Being Index in this study, as it assesses the psychological well-being dimension of employees that is directly related to the implementation of the hybrid work model.

Research on hybrid work has produced diverse yet valuable empirical findings that serve as the foundation for this study. (Bloom et al., 2024) conducted a randomized controlled trial involving 1,612 employees at a technology company and found that implementing two work-from-home days per week increased job satisfaction and reduced turnover rates by one-third, without compromising employee performance or promotion opportunities. NCBIPubMed. Meanwhile, a literature review conducted by (Rasulia et al., 2025) concluded that the hybrid work framework enhances productivity through increased flexibility and has a positive impact on well-being and stress reduction, although its implementation varies across different sectors. ResearchGate. On the other hand, a qualitative study of Greek consulting firms conducted by (Babapour Chafi et al., 2022) revealed that although the hybrid model enhances efficiency and flexibility, it also creates challenges in social interaction, team cohesion, and non-verbal communication. As a result, organizations must adapt their human resource design and supporting technologies to effectively address these issues.

Although numerous studies have demonstrated that the hybrid work model can enhance job satisfaction, reduce turnover, and improve work, life balance, there remains a limited number of studies that explicitly link this model to corporate economic outcomes, particularly in terms of operational cost efficiency, labor productivity enhancement, and value creation for business sustainability. This gap is crucial, as in the context of the digital economy, employee productivity serves as one of the key indicators of a company's competitiveness.

This research gap highlights that studies on hybrid work are not only relevant to human resource management, but are also crucial from an economic perspective, particularly in examining the relationship between work flexibility, productive performance, and organizational cost efficiency. Therefore, this study aims to assess the impact of hybrid work model implementation on employee productivity and well-being within the context of organizational economics, with the expectation that its findings will provide empirical contributions to economic literature and serve as a foundation for companies in designing sustainable work strategies.

2. METHOD

This study employs a mixed-methods approach with an explanatory sequential design, combining quantitative and qualitative analyses to obtain a comprehensive understanding of the impact of hybrid work implementation on employee productivity and well-being.

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- 1) Primary Data:
 - a) Data Key Performance Indicators (KPI) karyawan yang diambil dari sistem Human Resources Information System (HRIS) pada 500 karyawan. Data ini digunakan untuk mengukur tingkat produktivitas.
 - b) Hasil survei WHO-5 Well-being Index untuk menilai kesejahteraan subjektif karyawan.

- c) Structured interviews with 30 selected respondents, conducted using a purposive sampling technique to explore their experiences, challenges, and perceptions regarding the implementation of hybrid work.
- 2) Secondary Data, the secondary data consist of industry reports, official publications, and productivity benchmarks from comparable sectors, which serve as objective references for validating and comparing the research findings.

The population of this study consists of all employees working under a hybrid work system. From this population, 500 employees were selected as the quantitative research sample using a purposive sampling technique. The selection was based on two criteria: a minimum tenure of one year and direct involvement in the implementation of the hybrid work system. In addition, 30 employees from various divisions and job levels were selected for in-depth interviews. Their inclusion in the study is expected to provide richer qualitative context in understanding the dynamics of hybrid work.

Quantitative data were collected through the distribution of the WHO-5 Well-Being Index questionnaire, which consists of five statements measured using a five-point Likert scale (1-5). This instrument was employed to assess employees' well-being. Meanwhile, quantitative performance data were obtained from the Human Resource Information System (HRIS), which routinely documents employees' monthly Key Performance Indicator (KPI) achievements. In addition, qualitative data were gathered through structured interviews, focusing on employees' work experiences, perceptions of productivity, and work life balance.

Data analysis in this study was conducted in several stages using both quantitative and qualitative approaches. In the quantitative phase, descriptive statistical analysis was employed to illustrate the distribution of data related to employee productivity and well-being. Subsequently, a paired sample t-test was performed to examine differences in productivity and well-being before and after the implementation of the hybrid work system. In addition, linear regression analysis was applied to test the relationships between hybrid work implementation, productivity levels, and employee well-being.

Meanwhile, the qualitative analysis employed the thematic analysis method, which aimed to identify emerging patterns and themes from the interview data. The results of this analysis were intended to enrich and provide contextual explanations for the quantitative findings. To ensure validity, this study utilized the WHO-5 instrument, which has been widely recognized for its high reliability in various international studies. Internal consistency testing was conducted using Cronbach's Alpha. Furthermore, data triangulation was applied by comparing quantitative results, qualitative interview findings, and secondary data obtained from industry reports, thereby producing more comprehensive and credible research outcomes.

3. RESULTS AND DISCUSSION

3.1. Results

a. Descriptive Statistics

This study involved 500 employees working under a hybrid work system. The results of the descriptive analysis show that the average KPI score before the implementation of hybrid work was 77.38 (SD = 4.63), while after the implementation, it increased to 81.32 (SD = 5.97). Meanwhile, the average WHO-5 Well-Being Index score before the adoption of the hybrid model was 55.03 (SD = 6.11) and significantly increased to 63.76 (SD = 8.99) after the hybrid system was implemented.

Overall, these data indicate an upward trend in both employee productivity and well-being following the introduction of the hybrid work policy.

Table 1. Descriptive Statistics of KPI and WHO-5 scores Before and After the Implementation of Hybrid Work

Variable	Average	Standard Deviation (SD)
KPI Before Hybrid	77,38	4,63
KPI After Hybrid	81,32	5,97
WHO-5 Before Hybrid	55,03	6,11
WHO-5 After Hybrid	63,76	8,99

The descriptive statistical results presented in Table 1 indicate improvements in both employee productivity and well-being following the implementation of the hybrid work model. The average KPI score increased from 77.38 before implementation to 81.32 after implementation, with a slightly higher standard deviation. This suggests that although there is some variation among individuals, employee productivity generally tends to improve. Similarly, the WHO-5 Well-Being Index also shows a comparable trend, where employees' well-being scores increased from 55.03 to 63.76. This improvement demonstrates that the hybrid work arrangement positively influences not only performance outcomes but also employees' psychological well-being.

These findings are consistent with the study conducted by [\(Bloom et al., 2024\)](#), who, through a randomized controlled trial in a technology company in China, found that the hybrid work system enhanced job satisfaction and reduced employee turnover rates without diminishing objectively measured job performance. This study reinforces the argument that flexibility in work arrangements can be an important factor contributing to increased employee productivity.

Furthermore, [\(Kusumawati, 2024\)](#) through a systematic literature review, also found that the implementation of hybrid work models tends to have a positive impact on productivity while reducing work-related stress. However, the researcher emphasized that such positive outcomes largely depend on the organization's readiness to provide adequate technological infrastructure and managerial support. Thus, the findings of this study are not only consistent with global evidence, but also demonstrate their relevance in the Indonesian context, where organizations are gradually adapting to new work systems in the post-pandemic era.

b. Paired Sample T-Test Results

To examine whether there were significant differences between conditions before and after the implementation of the hybrid work model, a paired sample t-test was conducted on the two main variables: employee productivity (measured through KPI scores) and employee well-being (measured through the WHO-5 Well-Being Index).

Table 2. Paired Sample T-Test Results for KPI and WHO-5

Variable	T	p-value	Cohen's d	Interpretation
KPI	23,75	< 0,001	1,06	Significant, strong effect
WHO-5 Well-Being	29,47	< 0,001	1,32	Significant, very strong effect

The t-test results indicated a significant increase in employees' KPI scores after the implementation of the hybrid work model ($t = 23.75$; $p < 0.001$). The obtained effect size (Cohen's $d = 1.06$) falls within the large category, suggesting that the impact of hybrid work on employee productivity can be considered substantial. This finding reinforces the earlier descriptive results, showing that the average KPI score increased from 77.38 to 81.32 following the adoption of hybrid work practices.

Similarly, in the aspect of employee well-being measured by the WHO-5 Well-Being Index, the test results revealed a highly significant difference ($t = 29.47$; $p < 0.001$) with a very large effect size (Cohen's $d = 1.32$). These findings indicate that the implementation of the hybrid work model not only enhances employee productivity but also significantly improves the psychological well-being of employees.

These findings are consistent with the results of (Bloom et al., 2024), who found that hybrid work schedules can increase job satisfaction and reduce turnover rates without compromising performance. Similar results were also reported by (Babapour Chafi et al., 2022), who emphasized that hybrid work promotes efficiency and flexibility, although it still requires organizational adaptation in terms of collaboration and communication. Thus, the results of this study not only support global evidence, but also provide empirical proof within the Indonesian context that hybrid work has a positive impact on both employee productivity and well-being.

c. Relationship Analysis (Linear Regression)

In addition to examining mean differences, this study also analyzed the relationship between changes in employee well-being ($\Delta\text{WHO-5}$) and changes in productivity (ΔKPI) following the implementation of the hybrid work model. The analysis was conducted using a simple linear regression model.

Table 3. Results of Linear Regression Analysis of ΔKPI against $\Delta\text{WHO-5}$

Variable	Coefficient	Std. Error	t	p-value	95% CI (Lower – Upper)
Konstanta	3,875	0,274	14,12	0,000	3,336 – 4,414
$\Delta\text{WHO-5}$	0,0068	0,025	0,27	0,788	-0,043 – 0,056

Description: $R^2 = 0.000$; $F = 0.073$; $p = 0.788$

The regression results indicate that although the model constant is positive (3.875), the variable $\Delta\text{WHO-5}$ does not have a significant effect on ΔKPI ($\beta = 0.0068$; $p = 0.788$). The R^2 value, which is extremely small (0.000), suggests that variations in changes in employee well-being hardly explain any variation in changes in productivity. In other words, based on these data, the increase in employees' WHO-5 scores is not directly associated with an increase in their KPI performance.

This finding is particularly interesting, as both KPI and WHO-5 scores showed a significant upward trend in the descriptive and comparative analyses. However, when their relationship was examined, no strong correlation was found. This may suggest that employee productivity is influenced by other factors beyond subjective well-being, such as technological support, leadership style, performance management systems, or team dynamics.

This phenomenon is consistent with the findings of (Babapour Chafi et al., 2022), who emphasized that while hybrid work enhances flexibility and well-being, challenges in coordination and communication may limit its direct impact on productivity. This implies that improvements in well-being do not automatically translate into higher productivity unless organizations effectively optimize supporting factors, such as collaboration mechanisms, communication systems, and managerial structures.

However, these results differ from the findings of (Kusumawati, 2024), who, through a literature review, identified a tendency toward a positive relationship between workplace well-being and productivity improvement. This discrepancy may be explained by the Indonesian context, where hybrid work infrastructure and organizational culture are still in an adaptive phase,

meaning that employees' psychological well-being has not yet been fully translated into measurable performance improvements.

d. Qualitative Analysis Results

Following the quantitative analysis, which revealed significant improvements in both employee productivity and well-being, the study proceeded with a qualitative analysis through structured interviews with 30 respondents. The selection of respondents was based on the variation in quantitative outcomes, encompassing groups with high improvement, moderate improvement, and low or even negative changes. This strategy allowed the interviews to capture and explain the underlying factors contributing to the differing impacts of hybrid work on individual employees.

1) Theme 1: Flexibility and Time Efficiency

Most respondents emphasized that the flexibility offered by the hybrid work system helped them save commuting time and provided an opportunity to organize their working hours according to their personal productivity rhythms. This finding supports the quantitative results, which showed an increase in the average KPI scores following the implementation of hybrid work. As one employee from the finance division noted, "With hybrid work, I can focus on completing reports from home without distractions, allowing me to finish tasks more efficiently."

2) Theme 2: Improving Work-Life Balance

Many respondents reported an improvement in work-life balance, stating that they had more time to spend with their families and were better able to manage their work energy. This aligns with the increase in WHO-5 scores, which reflects enhanced overall well-being. As one respondent from the HR division mentioned, "I can spend more time helping my child study at home without neglecting my work responsibilities."

3) Theme 3: Challenges in Collaboration and Communication

Despite the many perceived benefits, several respondents reported challenges in team collaboration. The lack of face-to-face interaction was viewed as reducing coordination effectiveness, particularly in cross-departmental projects. This helps explain why not all employees experienced the same level of productivity improvement. As one respondent from the R&D division stated, "Ideas are harder to develop when discussions are conducted only online, because many non-verbal cues are lost."

4) Theme 4: Digital Fatigue

Approximately 15% of respondents reported experiencing digital fatigue due to the high frequency of online meetings. This phenomenon may hinder the translation of improved well-being into higher productivity, as reflected in the regression analysis, which found only a weak relationship between Δ WHO-5 and Δ KPI. As one employee from the Customer Care division explained, "Sometimes online meetings are too frequent and actually exhausting, which makes my productivity drop on those days."

The qualitative findings provide contextual explanations for the quantitative results. The increases in KPI and WHO-5 scores were largely driven by flexibility and improved work-life balance; however, not all employees experienced the same benefits due to communication barriers and the risk of digital fatigue. These findings are consistent with [\(Babapour Chafi et al., 2022\)](#), who highlighted that hybrid work offers efficiency advantages but also presents challenges in social interaction and collaboration. Thus, the qualitative insights suggest that the successful

implementation of hybrid work requires strong organizational support, both in terms of technological infrastructure and team management policies.

e. Integration of Quantitative and Qualitative Findings

The explanatory sequential approach employed in this study was designed to integrate quantitative and qualitative findings, enabling the results to reveal not only what happened, but also why it happened. The quantitative analysis demonstrated a significant increase in both KPI and WHO-5 scores following the implementation of hybrid work. However, the regression analysis indicated that the improvement in well-being (Δ WHO-5) did not always directly correlate with the increase in productivity (Δ KPI). This finding was further elaborated through the qualitative analysis, which identified both facilitating and inhibiting factors influencing the effectiveness of hybrid work implementation.

Table 4. Results of Linear Regression Analysis of Δ KPI against Δ WHO-5

Quantitative Findings	Qualitative Findings	Integrative Interpretation
The average KPI increased from 77,38 $\rightarrow$ 81,32 ($p < 0,001$)	The majority of respondents reported that work flexibility facilitates focus and time efficiency.	Productivity increased due to reduced commuting time and job autonomy.
The WHO-5 significantly increased from 55,03 $\rightarrow$ 63,76 ($p < 0,001$)	Respondents cited a better work-life balance and more family time.	Well-being increased because hybrid work provided space for personal energy management and work-life balance.
The relationship between Δ WHO-5 $\rightarrow$ Δ KPI was not significant ($p = 0,788$)	Some respondents experienced barriers to communication and coordination between divisions.	Well-being does not always directly increase productivity; organizational factors (collaboration and communication) played a dominant role.
Cohen's d for WHO-5 = 1.32 (very strong effect)	15% of respondents reported digital fatigue due to excessive online meetings.	Well-being increases, but has the potential to erode if the burden of virtual meetings is not controlled.

The integration of these findings indicates that although hybrid work quantitatively enhances both productivity and well-being, the relationship between the two is not linear. Improved well-being does not automatically lead to higher productivity if organizations fail to address communication barriers, coordination challenges, and the burden of excessive online meetings. This aligns with the findings of (Babapour Chafi et al., 2022), who emphasized that hybrid work requires strong organizational support, including adequate infrastructure and adaptive work mechanisms, to ensure its effectiveness.

3.2. Discussion

a. The Effect of Hybrid Work Models on Productivity Improvement

The findings of this study reveal a significant increase in employees' average KPI scores following the implementation of hybrid work. Prior to implementation, the mean score was 77.38, which increased to 81.32 afterward. Statistically, this difference was significant with a large effect size (Cohen's $d = 1.06$). This demonstrates that the hybrid work model can serve as a catalyst for productivity enhancement.

Within (Drucker, 1999) framework of knowledge worker productivity, these findings are highly relevant. Drucker emphasized that the productivity of knowledge workers cannot be

understood through a Tayloristic lens focused solely on physical efficiency; rather, it must account for autonomy, innovation, and the individual's ability to manage time and resources. The qualitative findings reinforce this perspective: most respondents reported being more focused when working from home due to fewer distractions and experiencing greater efficiency as commuting time was reduced. This indicates that the hybrid work policy creates space for employees to align their work rhythms with their cognitive needs, thereby generating higher value-added outcomes.

However, these results should not be interpreted as homogeneous. The standard deviation of KPI scores increased from 4.63 to 5.97 following the implementation of hybrid work, indicating that the variation in employee productivity widened. Some employees were able to fully leverage the flexibility offered, while others experienced stagnation or even declines in performance. This finding aligns with Drucker's notion that the productivity of knowledge workers is largely contingent upon self-discipline and individual managerial capacity. In other words, not all employees possess the same level of readiness to capitalize on the flexibility inherent in the hybrid work model.

From an economic perspective, these findings can be interpreted across three dimensions. First, cost efficiency: as productivity increases, companies can achieve their performance targets with relatively the same level of input, resulting in productivity gains and improved operational efficiency. Second, value redistribution: employees who successfully adapt to the hybrid system tend to generate greater output and added value, while those who struggle to adjust risk falling behind in performance. Third, managerial implications: organizations must establish effective monitoring and support systems (such as training in time management, digital tools utilization, and adaptive supervision mechanisms) to prevent widening productivity gaps among employees and across divisions.

Previous studies support these findings. ([Bloom et al., 2024](#)) demonstrated that hybrid work arrangements in a Chinese technology company enhanced job satisfaction and reduced employee turnover without compromising performance. In the Indonesian context, similar results were observed in the study by ([Sumiati, 2024](#)), which found that work flexibility can improve output, although its success largely depends on organizational readiness and work culture. Therefore, it can be concluded that hybrid work is not merely a human resource issue, but an economic strategy capable of strengthening a company's competitiveness when effectively managed.

b. The Effect of Hybrid Work Models on Welfare Improvement

The results of this study indicate a significant improvement in employee well-being following the implementation of hybrid work. The WHO-5 Well-Being Index score increased from an average of 55.03 to 63.76, with the difference being highly significant statistically ($t = 29.47$; $p < 0.001$) and accompanied by a large effect size (Cohen's $d = 1.32$). These findings demonstrate that the hybrid work policy has a tangible positive impact on employees' psychological condition and overall work-life balance.

Within ([Diener, 1984](#)) framework, subjective well-being is understood as a combination of life satisfaction, high positive affect, and low negative affect. The increase in WHO-5 scores observed in this study can therefore be interpreted as a reflection of enhanced positive affect, such as greater calmness, life satisfaction, and enthusiasm at work, arising from the flexibility of time and workplace arrangements. The qualitative interview findings further support this interpretation: many employees reported that they were able to regulate their work rhythm while

also spending more time with their families, something that had been limited when working fully on-site.

However, this improvement was not consistent across all respondents. Approximately 15% of interview participants reported experiencing digital fatigue due to the excessive frequency and intensity of online meetings. This finding underscores that, although the average level of well-being increased, a subset of employees experienced new forms of psychological strain. Thus, the study highlights a duality of well-being: on one hand, hybrid work enhances work life balance; on the other hand, if not properly managed, it may lead to emerging forms of mental stress.

When compared with previous research, these findings are consistent with the study by ([Kusumawati, 2024](#)), which found that flexible work arrangements can reduce employee stress levels and improve job satisfaction, although the extent of their impact is largely influenced by organizational culture and technological support. However, the present study contrasts slightly with ([Babapour Chafi et al., 2022](#)), who emphasized the risks of weakened social interaction and collaboration, which in the long term may reduce employees' quality of well-being. This contrast can be explained by the Indonesian context, in which employees tend to experience more immediate benefits such as time efficiency and greater opportunities to spend time with family than the drawbacks of reduced social interaction.

From an economic perspective, the improvement in employee well-being carries strategic implications. First, employees with higher levels of well-being tend to demonstrate greater work commitment and lower turnover risk, enabling companies to reduce recruitment and training costs. Second, enhanced well-being contributes to workforce stability by lowering absenteeism, reducing burnout, and sustaining consistent productivity levels. Third, at a macro level, the adoption of hybrid work can strengthen a company's competitiveness, as psychologically healthier employees are more adaptive to the demands of the digital economy.

The researcher recognizes that, within Diener's theoretical framework, the implementation of hybrid work can be viewed not merely as a strategy to enhance employee well-being, but also as a long-term economic investment for the organization. Its benefits extend beyond the individual level, generating systemic value by contributing to organizational sustainability through cost efficiency, workforce stability, and sustained productivity growth.

5. CONCLUSION

Based on the findings of the study "The Influence of Hybrid Work Models on Employee Productivity and Well-Being," two main conclusions can be drawn. First, the implementation of hybrid work has been proven to produce a significant positive impact on both employee productivity and well-being. The mean KPI score increased from 77.38 to 81.32 ($p < 0.001$) with a large effect size, while the WHO-5 Well-Being Index rose from 55.03 to 63.76 ($p < 0.001$) with a very large effect size. These quantitative results are reinforced by qualitative findings indicating that flexibility, time efficiency, and improved work-life balance are the key factors driving higher performance and well-being.

Second, although both productivity and well-being improved, the regression analysis revealed no significant direct relationship between the two. This suggests the presence of mediating factors such as communication effectiveness, managerial support, digital infrastructure quality, and the risk of digital fatigue, that influence whether well-being can be translated into higher productivity. Therefore, the success of hybrid work implementation depends not only on policy design but also on how effectively organizations manage collaboration challenges and provide optimal support for their employees.

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