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## ENGAGED AND COMMITTED IN THE HYBRID ERA: PATHWAYS TO EMPLOYEE PERFORMANCE

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### ABSTRACT

The COVID-19 pandemic has accelerated the transition to hybrid work, encouraging adaptability and efficiency across a range of generational groups. This study proposes a conceptual framework to examine the complex relationship between hybrid work arrangements, employee engagement, commitment, and performance among Indonesian Gen Z and Millennials. This study posits that hybrid work arrangements promote work-life balance and productivity but may lower performance due to social isolation and lower work engagement. The model highlights the dual-edge nature of this work model and the necessity of efficient HR policies to improve performance and retention in hybrid settings.

**Keywords:** Hybrid Work, Engagement, Commitment, Performance

### INTRODUCTION

The COVID-19 pandemic has accelerated the global adoption of hybrid work. This model remains popular post pandemic due to its impact on employee flexibility, well-being, and productivity. For organizations, hybrid work is also beneficial in terms of cost efficiency and broader access to talent. However, this work model blurs the boundaries between work and home, and the lack of direct interaction with colleagues and supervisors can reduce engagement and affective commitment, leading to a decline in performance. Some organizations have responded by implementing return-to-office (RTO) policies, but this could drive away key talents, especially high-performing workers, women, and younger generations. The lack of in-depth understanding and empirical evidence regarding the relationship between hybrid work, engagement, commitment, and performance is a significant gap in current policy practices.

Hybrid work contexts present both benefits and drawbacks of remote and in-office work. Hybrid work settings result in stronger relationships between work absorption and organizational identification compared to onsite work (Uru et al., 2022). On the one side, the remote component of hybrid work contributes to an increase in productivity, autonomy, empowerment, flexibility (Bloom et al., 2024), and work-life balance (Eng et al., 2024). But on the other side, hybrid work may lead to social isolation, workaholism, and technostress (Molino et al., 2020; Zito et al., 2021).

Due to the abovementioned negative impacts, some organizations have issued return-to-office (RTO) mandates. These mandates, however, have actually pushed employees to look for other jobs (Future Forum, 2023), especially high-performing workers, women, and Millennials (Baker & Weinberger, 2024). Ultimately, this scenario will (a) increase turnover intention, retention, and recruitment costs, and (b) decrease worker satisfaction, productivity, competitiveness, and organizational performance (Baker & Weinberger, 2024; Ding & Ma, 2024; Elliott, 2024). RTO mandates arise from a lack of understanding and empirical evidence regarding the nexus of engagement, commitment, and performance in the context of hybrid work (Alshibly & Alzubi, 2022; Naqshbandi et al., 2025). Better job satisfaction and performance are associated with strong employee engagement, indicating that hybrid work can dynamically balance productivity and personal well-being (Boccoli et al., 2023).

This research considers the benefits and drawbacks of hybrid work in terms of its impact on employee performance (Ingusci et al., 2023). Previous studies have mostly focused on

the positive aspects of hybrid work, particularly in terms of flexibility and autonomy, while the negative aspects have been less explored (Lauring & Jonasson, 2025; Naqshbandi et al., 2025). This research considers hybrid work as a dynamic work model with various modalities and dimensions in terms of mode, location, and time, each of which affects work outcomes differently (Lauring & Jonasson, 2025; Vartiainen & Vanharanta, 2024). This study responds to previous research recommendations regarding the need to examine the impact of hybrid work on individual performance dimensions (Naqshbandi et al., 2025). Previous studies measured worker performance as task performance, without considering contextual performance dimensions and counterproductive work behaviors (Koopmans et al., 2014). Empirical evidence regarding the effects of gender and generation in a collectivist culture such as Indonesia is still limited. Traditional gender roles in collectivist cultures remain dominant, so the negative effects of hybrid work will be more pronounced for women (Aksoy et al., 2023, 2025). Similarly, differences may occur between generations due to differences in characteristics, expectations, preferences, and responsibilities (Osorio & Madero, 2025; Yacine & Karjaluo, 2022).

This research proposes a model that can be useful for the formulation of human resource management policies in the public and private sectors by identifying how engagement and commitment explain the impact of hybrid work on performance. This is important considering that the appropriate hybrid work policy can increase employee retention and productivity, thereby reducing the burden of employee recruitment and training (Bloom et al., 2024). Conversely, poorly managed hybrid work can result in losses for management.

## LITERATURE REVIEW

Employee performance is greatly impacted by the hybrid work style since it increases dedication and engagement. Flexible working arrangements, like hybrid arrangements, have been shown to promote positive psychological states, which in turn boost work engagement and organizational affiliation. Hybrid work is a flexible work model that allows employees to divide their time between working from home (or any other location) and working from real office (Lauring & Jonasson, 2025). This model balances the benefits of direct collaboration and the flexibility of remote work. It offers both advantages and challenges. Remote work can increase focus due to reduced commute time and fewer interruptions (Toscano et al., 2025). From an organizational perspective, the hybrid work model can increase workplace attractiveness and improve employee retention rates (Bloom et al., 2024). Although remote work provides greater flexibility and autonomy, it is also associated with increased work stress and feelings of isolation in some employees (Prasad et al., 2023; Van Zoonen & and Sivunen, 2022). Feelings of isolation or disengagement are particularly experienced by employees who work primarily remotely without adequate organizational support (Stasiła-Sieradzka et al., 2023). Organizations thus need to re-examine traditional working relationships and consider the impact of flexibility on employee engagement and well-being by developing robust management strategies to address the complexities of coordinating remote and office-based employees (Wheatley et al., 2024).

In addition, to create an inclusive hybrid work environment, gender dynamics must also be taken into account. The effectiveness of hybrid work systems can vary depending on gender. In various contexts, women tend to experience higher levels of work-family conflict than men (Yucel & and Chung, 2023). Addressing this imbalance is essential to ensuring fair hybrid work experience and promoting engagement and productivity for all employees.

### Work Engagement

Hybrid work enhances employee engagement by providing flexibility. Employees report higher levels of vigor, dedication, and absorption in hybrid settings (Uru et al., 2022). Engagement is crucial for sustaining job satisfaction and performance, especially in a hybrid context (Boccoli et al., 2023). Work engagement plays an important role in improving individual performance across various sectors, demonstrating a close relationship between

employee engagement and productivity. Work engagement significantly predicts individual performance, indicating that managing this variable is crucial for improving employee output (Jindain & Gilitwala, 2024). A similar positive relationship between work engagement and individual performance was also found in the context of remote work (Korsakienė et al., 2024). Proactive behavior in managing remote work processes positively correlates with higher engagement levels, which in turn improves performance outcomes (Korsakienė et al., 2024). Employee engagement and participation in remote work are essential for achieving positive results in organizational performance (Blumberga & Lapkovska, 2021). Engagement levels determine how effectively employees perform their roles without the structure of a traditional office environment, allowing productivity to be maintained or even improved. However, women in the context of remote work show lower levels of engagement and work passion, which is caused by the double burden of accumulated domestic work (Hajjami & Crocco, 2024).

### **Affective Commitment**

Affective commitment refers to the emotional attachment and identification that an employee has toward their organization. The mechanism by which affective commitment contributes to performance is generally indirect. For example, perceptions of organizational support can significantly strengthen affective commitment, which ultimately improves employee performance. Affective commitment has been shown to mediate some of the effects of work-life balance on individual performance. Positive experiences related to work-life balance strengthen affective commitment and result in better performance (Saputra & Anak Agung Ngurah Oka Suryadinatha, 2024). When employees feel supported by their organization, they tend to have stronger emotional attachment, which has a positive impact on their work performance (Tjahjono et al., 2020). Strategies such as team building activities can encourage interactions that strengthen emotional attachment to the organization (Wang et al., 2020).

Perceived organizational and supervisor support are critical in fostering this commitment, particularly through effective newcomer adjustment processes (Mazzei et al., 2023). Additionally, affective commitment serves as a mediator in the relationship between high-performance work systems and learning orientation, demonstrating its significance in hybrid environments (Yadav et al., 2023). Employee emotional attachment, particularly through mid-level psychological bonds, will improve their ability to cope with the complexities of hybrid organizations, indicating that emotional commitment is essential for successfully managing the demands of such environments (Svenningsen & Boxenbaum, 2015).

Flexible working models correlate with affective commitment and performance. Affective commitment to superiors and organizations correlates positively with work performance, especially in remote work structures that limit direct interaction (Çelik et al., 2021). Affective commitment also acts as a protective factor against negative experiences in the workplace, such as social isolation, which is often felt by remote workers. New employees in hybrid work arrangements face the challenge of social isolation in the workplace, which can hinder their affective commitment and negatively impact performance (Mazzei et al., 2023). While hybrid work has shown positive effects on engagement and commitment, it is essential to consider potential challenges, such as the risk of burnout and the need for organizational support to maintain employee well-being (Wahab et al., 2020).

Gender and generational differences also influence perceptions of organizational commitment and work performance. Women tend to show stronger affective commitment, which is based on emotional involvement and personal closeness to their work (Ahmad et al., 2023). However, in the context of remote work, women may feel more isolated due to their family roles and inherent social expectations, thereby reducing their level of affective commitment (Çoban, 2022). Meanwhile, younger generations generally value flexibility more and view it as an important factor in achieving job satisfaction and engagement (Ciarniene & Vienazindiene, 2018). However, these benefits can be reduced by the

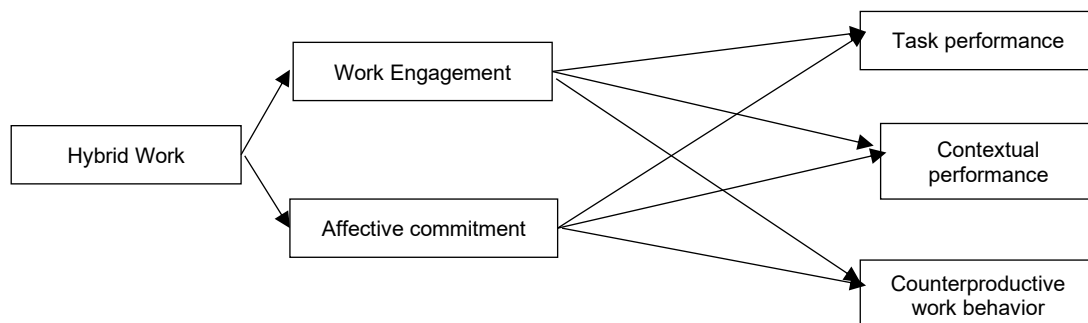
pressures that accompany remote work and differences in expectations regarding flexibility and engagement in work (Lub et al., 2016).

**Performance**

Individual performance is divided into task performance, contextual performance, and counterproductive behavior (Koopmans et al., 2014). Task performance refers to the effectiveness of employees in completing tasks directly related to their work, while contextual performance includes behaviors that support the organizational environment, such as teamwork and compliance with norms. In remote work models, there is a positive relationship between perceptions of autonomy and task and contextual performance (Gajendran et al., 2015). Employees need not only task-based resources but also social interactions that help them internalize their roles, thereby improving their performance in those roles (Lamovšek et al., 2025). Conversely, challenges of remote work, such as social isolation and lack of direct support from supervisors, can hinder both task and contextual performance. Workers who lack self-discipline face greater difficulties in maintaining high performance while working remotely, indicating that not all employees are suited to this type of work scenario (Wang et al., 2021). This emphasizes the importance of organizations assessing individuals' readiness and suitability for remote work arrangements in order to maximize performance.

Hybrid work models offer flexibility and improved work-life balance, but it can also lead to challenges that may foster counterproductive work behaviors. The relationship between counterproductive performance and hybrid work is complex, influenced by factors such as employee well-being, workplace relationships, and personality traits. Hybrid work arrangements can enhance job satisfaction and reduce burnout, particularly for certain demographics, such as minority men (Fan & Moen, 2023). But on the other side, hybrid work can also weaken workplace relationships as employees may feel disconnected from their teams, which are crucial for knowledge sharing and collaboration and feelings of isolation (Kepler & Leonardi, 2023).

In hybrid settings, where interpersonal interactions are limited, narcissistic individuals may exhibit more counterproductive behaviors due to reduced accountability. Narcissism, particularly when both explicit and implicit, has been linked to higher levels of counterproductive work behavior (Fatfouta & Schwarzinger, 2024).



**Figure 1. Research Model**  
Source: Autor (2025)

**HYPOTHESIS**

- H1a–c: Hybrid work benefits have a significant effect on (a) task performance, (b) contextual performance, and (c) counterproductive work behavior.
- H2a–c: Hybrid work disadvantages have a significant effect on (a) task performance, (b) contextual performance, and (c) counterproductive work behavior.

- H3a–c: Work engagement mediates the relationship between hybrid work benefits and (a) task performance, (b) contextual performance, and (c) counterproductive work behavior
- H4a–c: Affective commitment mediates the relationship between hybrid work benefits and (a) task performance task performance, (b) contextual performance, and (c) counterproductive work behavior
- H5a–c: Work engagement mediates the relationship between hybrid work disadvantages and (a) task performance, (b) contextual performance, and (c) counterproductive work behavior
- H6a–c: Affective commitment mediates the relationship between hybrid work disadvantages and (a) task performance task performance, (b) contextual performance, and (c) counterproductive work behavior

## METHODS

This study will use a quantitative survey design, in which primary data is collected using a survey as an instrument. Respondents consisted of hybrid workers in Indonesia from the Millennial and Gen Z generations. According to GPower device computation (Faul et al., 2009), the minimum number of respondents was 114. However, data will be collected from 200 respondents to mitigate bias and non-response. The sample will be collected randomly from the population. The quantitative data will then be examined using regression and comparison analysis.

Questionnaire will be used for data collection, and adapted from previous studies. Hybrid Work benefits and disadvantages were measured using the Remote Working Benefits & Disadvantages Scale (Ingusci et al., 2023), which consists of two dimensions: 7 items for hybrid work benefits and 7 items for hybrid work disadvantages. The items on this scale consist of factors that are agreed to be benefits (e.g., autonomy) and disadvantages (e.g., isolation) of hybrid work.

Engagement measured using the Ultra-Short Work Engagement Scale (UWES–3), which consists of three indicators representing three dimensions: vigor, dedication, and absorption (Schaufeli et al., 2019). Affective commitment used to measure the level of workers' attachment to their organization, by Affective Commitment Scale (ACS) which consists of eight items (Allen & Meyer, 1990). Individual performance is measured using the Individual Work Performance Questionnaire (IWPQ) scale, which measures three dimensions of performance: task, contextual, and counterproductive (Koopmans et al., 2014). This scale consists of 18 items.

## CONCLUSION

This study presents a conceptual framework of hybrid work benefits and disadvantages in terms of its impact on employee performance, specifically task performance, contextual performance, and counterproductive performance. Flexible working arrangements like hybrid work have been shown to promote positive psychological states, which in turn boost work engagement and organizational affiliation. Perceptions of organizational support can significantly strengthen affective commitment, which ultimately improves employee performance. The conceptual framework and result of the study are reported in separate study. This research proposes a model that can be useful for the formulation of human resource management policies in the public and private sectors by identifying how engagement and commitment explain the impact of hybrid work on performance. This is important considering that the appropriate hybrid work policy can increase employee retention and productivity. Conversely, poorly managed hybrid work can result in losses for management.

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