



IMPLEMENTATION OF HYBRID WORK SYSTEM IN SUPPORTING EMPLOYEES' WORK-LIFE BALANCE

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ABSTRACT

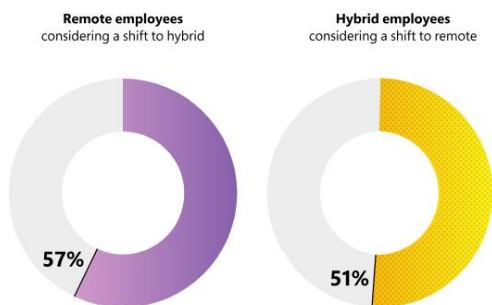
This study aims to determine the results of descriptive analysis of each variable and also the impact of the effectiveness of the hybrid work system in supporting employee work-life balance at PT Senang Ganyang Lapar. The quantitative causality method is the method used in this research. Data collection techniques using questionnaires to employees at PT Senang Ganyang Lapar. The technique used for sampling in this study is the census sampling technique. The data analysis method used in this study uses SmartPLS software by conducting validity, reliability and hypothesis testing. The result of this study shows that hybrid working has a positive and significant influence on employee work-life balance at PT Senang Ganyang Lapar.

Keywords: *human resource management, hybrid working, work-life balance.*

INTRODUCTION

Technological advancements have led to a change in the way of working, shifting it from online to offline or hybrid working (Aprilina & Martdianty, 2023). Hybrid working allows employees to manage their work time and resources efficiently, increasing the potential of human resources through technology-related collaboration (Darpin et al., 2023). This is especially important for data workers in companies that implement a hybrid work system.

PT Senang Ganyang Lapor is a virtual multi-brand kitchen company that focuses on food and beverages. They also create and maintain a positive work environment, meeting all needs and increasing customer satisfaction through various perks such as board games and special pieces. PT Senang Ganyang Lapor has 63 employees working in the office, with 90% having a positive effect with the hybrid work system. This shows that most employees benefit from the flexibility offered by the company. However, 30% of employees do not believe that the hybrid work system can support work-life balance. The hybrid work system should have an effective effect on overcoming work-life imbalance, improving work-life balance, reducing stress, increasing productivity, and enhancing personal satisfaction (Edfel G. Santillan, Effel T. Santillan, Joel B. Doringo, Kevin Jamir F. Pigao, 2023).



Microsoft conducted a study of 31,000 employees in 31 countries and found that 57% work remotely and 51%

work hybrid. This is due to positive culture, mental health, job satisfaction, and flexible working hours being important aspects of the workplace (Microsoft, 2022). This study aims to assess and analyze the impact of hybrid work systems in supporting work-life balance. It is expected that this research can provide valuable input to maintain or improve strategies so that employees can experience work-life balance with a hybrid work system.

LITERATURE REVIEW

Hybrid Working

Hybrid working is a flexible work system that can be done at home or in the office, helping companies meet the needs of employees in different areas (Arnetta Supriantono Putra, Metha Djuwita Supriatnab, 2021). Studies conducted by Gallup International show that hybrid working offers many benefits to both employees and companies (Gallup, n.d.). It optimizes work processes to improve work-life balance, efficiency, and autonomy (Evans, 2022). Hybrid working also allows employees to have greater control over working hours and location, reduce risk, and increase productivity. The implementation of hybrid working also increases employees' flexibility in working, making it a more suitable solution for employees (Krajčik et al., 2023). It is important to understand employee needs in terms of time and location, as only time dedicated to employees can help organizations meet and maintain employee retention (Ehda M. Dagooc, 2019). Hybrid working practices can increase productivity and profitability, and help employees balance work and personal life within the group (Setiyani et al., 2019).

Work-Life Balance

Work-life balance is an understanding of how a person can balance their personal life with work, including time, effort, and balance in work and personal life outside of work (Azdanal et al., 2021). It is often applied by company management to improve employee performance and achieve company goals (Febiola et al., 2024; Setyawan & Nelson, 2021). According to Delecta (2011) and (Pratitriandini et al., 2022), work-life balance helps individuals maintain a balance between work and personal life, which is considered a balance between work and personal life, and also includes other aspects of a person's life (Durahman, 2018).

METHODS

The causality quantitative research method is used in this study to understand the relationship between variables. The sample consists of 63 employees who work at PT Senang Ganyang Lapar and the sampling technique uses the entire sample of the population to be analyzed. This method helps in understanding the relationship between variables. Data analysis is a systematic process for analyzing and interpreting data derived from various sources, such as data collection, analysis, and analysis tools. It aims to make information easier to understand and disseminate to others. In this study, data collection was performed using smartPLS software, which helps in identifying relationships between variables and performing rigorous analysis in a study.

RESULTS

This study involved 63 employees of PT Senang Ganyang Lapar who work in the office, with the characteristics shown in Table 1 which reflects the

characteristics of respondents in the company.

Table 1 Respondent Characteristic

Description	Total	Percentage
Gender		
Male	31	49,2%
Female	32	50,8%
Age		
23-27	39	61,9%
28-32	21	33,3%
33	3	4,8%
Division		
Business Development	6	9,5%
Data & Strategy	3	4,8%
DPIC	5	7,9%
Finance	4	6,3%
GA & Maintenance	4	6,3%
Marketing Communication	6	9,5%
Organizational Development	2	3,2%
Operasional	7	11,1%
Procurement & Purchasing	2	3,2%
Production Central Kitchen	2	3,2%
Quality Management	4	6,3%
Research Development	3	4,8%
Recruitmen	2	3,2%
Supply Chain Management	2	3,2%
Treasury	2	3,2%
Training & Development	7	11,1%
Warehouse & Logistic	2	3,2%

Source : Sagala,2024

Measurement Model Analysis (*Outer Model*)

SmartPLS is used as a tool for analyzing the external model, aiming to verify the reliability of indicators used in research (Hair et al., 2019). Validity and Realibility Test Variables are considered valid and reliable if they have outer loadings > 0.70, Cronbachs Alpha, and

Composite Reliability values above 0.70. Average variance extracted below 0.50 also makes the variable reliable. The

values in table 3 show validity and reliability.

Table 3 Validity and Reliability Test

Variable	Item Measurement	Indicator	Outer Loadings	Cronbach's Alpha	CR	AVE
Hybrid Working (X)	HB1	Workers Intention to Continue Working Hybrid	0.930	0.938	0.960	0.889
	HB2		0.948			
	HB3		0.950			
Work-Life Balance (Y)	WLB1	WIPL	0.807	0.931	0.946	0.745
	WLB2		0.893			
	WLB3	PLIW	0.873			
	WLB4		0.862			
	WLB5	PLEW	0.859			
	WLB6	WEPL	0.884			

Source : SmartPLS

Hybrid Working (X) and Work-Life Balance (Y) variables have different question items with Outer Loading values between 0.930 and 0.950, Cronbach's Alpha and Composite Reliability values between 0.070 and 0.050. The Hybrid Working variable has good validity with an AVE value of 0.889, which is above 0.050. Both variables are valid and reliable due to the minimal content of all items. The Work-Life Balance variable has six question items with a Y value of 0.807 - 0.884 and an AVE value of 0.745 which is above 0.050 (Hair et al., 2019). The results of the outer loading path model can be seen in Figure 2 below.

Structural Model Analysis (Inner Model)

The R-Square test has three categories: strong, medium, and weak. R-Square > 0.75 belongs to the strong category, 0.50 belongs to the medium category, and < 0.25 belongs to the weak category (Hair et al., 2019). The results are shown in Table 4 of the R-Square test

R-Square (R2)

Work-Life Balance	R-Square	R-Square Adjusted
	0.370	0.358

Tabel 4 R-Square Test

Source : SmartPLS

Figure 2 Outer Loading Path Model



Based on Table 4 that R-Square > 0.25 and the R-Square of this reseach is 0.370, it can be classified into the medium category, which means hybrid working has a moderate influence in supporting employee work-life balance at PT Senang Ganyang Lapar.

Hypothesis Test

Source : SmartPLS

Criteria	Value
t-Statistik	8.622
P-Value	0.000

Tabel 5 Hypotesis Test

DISCUSSIONS AND CONCLUSIONS

The hybrid work system at PT Senang Ganyang Lapar is very effective, as evidenced by the descriptive analysis of the hybrid work variables. The system also shows good work-life balance among employees, as shown by the descriptive data analysis of the work-life balance variable. The system has a long-term effect on employees' work-life balance, as shown by the R-Adjusted results. The hypothesis stating that H0 is accepted and H1 is rejected indicates that the hybrid work system has a positive and significant effect on employees' work-life balance at PT Senang Ganyang Lapar. This study

LIMITATIONS

The limitation of this research is only in one company, namely PT Senang Gayang Lapar, and focuses on two variables. Data collection in this study is quite challenging because some of the employees do hybrid working, so it is quite difficult.

The study suggests that companies focus on work-life balance, focusing on

Based on the t statistic of $8.622 > 1.673$, H0 is rejected and H1 is accepted, so it means that hybrid working has a positive and significant effect on employee work-life balance.

also found that hybrid work has a positive influence on employee productivity and work-life balance, as evidenced by the results of a study entitled "Assessing the Impact of a Hybrid Work Model on Job. Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company" (Edfel G. Santillan, Effel T. Santillan, Joel B. Doringo, Kevin Jamir F. Pigao, 2023). It shows that the hybrid work model has a positive and significant influence on employee productivity and work-life balance. These findings suggest that hybrid work systems can be beneficial in improving employee well-being and job satisfaction.

indicators of personal and work life. This will assist companies in providing training and development to employees, managing time, and prioritizing work tasks. This study also aims to include variables such as employee engagement while adjusting the variables in the study and developing the study with different methods.

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