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## Hybrid Working: Challenges and Opportunities in Managing Employee Performance in the Age of Flexible Working

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**Abstract:** *The hybrid work model has become a new paradigm in the modern workplace, offering flexibility for employees while challenging organizations in managing performance. The main challenges in this system include the difficulty of measuring productivity, proximity bias, ineffective communication, and limited direct supervision. This study aims to explore optimal strategies for managing employee performance in a hybrid work environment. Using a qualitative approach through a case study method, this study involved in-depth interviews with managers, hybrid employees, and HR teams from organizations that have implemented a flexible work system. Thematic analysis was used to identify key patterns in performance management. The results showed that a results-based assessment system, the use of AI-based performance monitoring technology, and inclusive communication are key to success in the hybrid model. In addition, trust-based leadership and continuous feedback are needed to create a productive and fair work environment. With the right strategy, organizations can optimize productivity, increase employee engagement, and create a balance between flexibility and work effectiveness. This study provides insights for organizations in designing adaptive policies to support the sustainability of the hybrid work model in the future.*

**Keywords:** *Employee Performance Management; Flexible Work Challenges; Hybrid Working*



## INTRODUCTION

The hybrid work model has become a new paradigm in the modern workplace, especially after the COVID-19 pandemic forced many organizations to adopt a remote work system. According to a report by Williams & Shaw (2025), more than 90% of global organizations plan to implement at least some form of hybrid work after the pandemic. This shows that flexible work is no longer just a temporary trend, but a long-term strategy to improve employee efficiency and well-being. Hybrid working gives employees the freedom to determine where and when they work, which can increase productivity and job satisfaction. However, although this model promises greater flexibility, challenges such as team coordination, communication between employees, and performance management remain issues that organizations must overcome.

Furthermore, Jaafar & Rahim's (2024) research highlights that the success of the hybrid work model is highly dependent on the organization's readiness to build adequate digital infrastructure and create an inclusive work culture. The gap in access to technology, differences in work preferences between generations, and the potential for bias in employee decision-making are some of the main challenges in implementing hybrid working. If not managed properly, this model can actually lead to decreased collaboration and increased isolation among remote workers. Therefore, companies need to design adaptive policies, including the use of AI-based technology for performance monitoring, flexibility in work scheduling, and a more results-based leadership approach than just physical presence.

In addition, one of the biggest challenges in managing employee performance in a hybrid work system is the limited direct supervision. A study conducted by Paul (2023) found that managers find it difficult to assess the performance of employees who work remotely compared to those who work from the office.

Physical absence is often associated with decreased productivity, although other studies have shown that employees who work flexibly tend to be more efficient. This highlights the need for a paradigm shift in measuring performance, from an attendance-based approach to results-based evaluation. Without a clear measurement system, the risk of unfairness in performance assessments increases, which can ultimately affect employee motivation and retention.

In addition to supervisory challenges, ineffective communication is also a factor that can hinder performance in a hybrid model. According to findings by Daeli et al (2024), business leaders stated that the lack of face-to-face interaction can reduce innovation and collaboration within teams. This issue is further exacerbated by the presence of "proximity bias," where employees who are more frequently present in the office tend to receive more attention from managers than those who work remotely. As a result, remote workers can feel marginalized from strategic decision-making and promotion opportunities. Therefore, companies must adopt more inclusive communication policies, such as the use of interactive digital collaboration platforms and regular outcome-based meetings, to ensure that all employees have equal access to information and career development opportunities.

To optimize employee productivity and satisfaction in a hybrid work model, companies must implement data-driven strategies that can measure work effectiveness without relying on traditional methods such as direct monitoring. According to a report by Haironi (2024), organizations that use an outcome-based approach to performance appraisal experience increased productivity compared to those that still apply a conventional supervision model. The implementation of a performance-based evaluation system allows companies to focus on the actual output and contribution of employees, not just the hours spent in front of the screen. In addition, the integration of



technologies such as artificial intelligence (AI) and data analytics can help identify performance trends and provide more objective feedback. Thus, hybrid working not only increases individual efficiency but also creates a fairer and more transparent work environment for all employees, both those working in the office and from remote locations.

However, the success of the hybrid model depends not only on the use of technology but also on how the organization builds a work culture that supports flexibility. Research from Lala et al (2024) emphasizes that companies with a work culture that values employee autonomy and work-life balance tend to have higher retention rates and better employee engagement. However, without a clear policy, flexibility can turn into an unmanageable workload, where employees feel they must always be available online even outside of official working hours. This phenomenon, known as “digital presenteeism,” can lead to work burnout and decreased employee satisfaction in the long term. Therefore, companies must ensure that the flexibility provided remains within healthy limits, for example by implementing a “right to disconnect” policy, which is the right for employees not to respond to work communications outside of working hours. With this approach, organizations can not only increase productivity but also create a more sustainable and humane work environment in the digital era.

In addition to establishing policies that support flexibility, companies must also consider the leadership aspect in a hybrid work environment. Effective leadership in a flexible work system no longer focuses solely on direct supervision, but rather on the ability to build trust, transparent communication, and provide balanced autonomy to employees. A study by Da Silva et al (2022) shows that leaders who are able to adapt to a hybrid work model—by providing clarity of goals, setting results-based expectations, and facilitating inclusive interactions—are able to increase employee

engagement. On the other hand, leadership that is still oriented towards a traditional work model, such as assessing performance based on physical presence or visible working hours, risks creating a gap between office workers and remote workers. Therefore, a transformation in leadership style is needed, where managers not only act as supervisors, but also as facilitators who support employee development in a more dynamic and decentralized work environment.

Furthermore, adapting to hybrid working also requires reforms in employee skills development systems to remain relevant to changing work patterns. According to the World Economic Forum (2023) report, around 50% of employees worldwide will require upskilling or reskilling in the next five years to remain competitive in an increasingly digitalized workplace. Technical skills, such as utilizing digital collaboration tools and data analysis, are becoming increasingly crucial in a hybrid work environment. However, in addition to technical skills, soft skills such as effective communication, time management, and the ability to work independently are also determining factors for individual success in a flexible work model. Therefore, companies must allocate resources for comprehensive training programs, whether in the form of online workshops, mentoring, or professional certification. With this strategy, organizations not only ensure that their employees remain productive in a hybrid environment but also create a more adaptive and innovative workforce in facing future changes

### METHOD

This study uses a qualitative approach with a case study method to explore the challenges and opportunities in managing employee performance in a hybrid work system. This study involved managers, hybrid employees, and HR teams from organizations that have implemented a flexible work model, with participants selected using a purposive sampling technique. Data were collected through in-depth interviews, participant observation, and document analysis related to



hybrid work policies and the performance evaluation system implemented. Thematic analysis techniques (Braun & Clarke, 2006) were used to identify key patterns and themes in the data obtained, with stages of transcription, coding, interpretation, and data triangulation to ensure the validity of the research results. To increase the validity of the findings, this study applied source triangulation and member checking, ensuring that the interpretation of the data was in accordance with the experiences of the participants. Through this method, the study is expected to provide in-depth insights into performance management strategies in a hybrid work environment as well as policy implications for organizations in the era of work flexibility.

## RESULTS AND DISCUSSION

### Challenges in Managing Employee Performance in a Hybrid Work System

#### 1. Difficulty in Measuring Performance and Productivity

The difficulty in measuring performance and productivity in a hybrid work model is a major challenge for many organizations, especially due to the limited direct supervision of employees. In a traditional work environment, physical presence is often the main indicator in assessing productivity. However, with a more flexible work model, this approach becomes less relevant because employees can work effectively even if they are not always in the office. Many organizations still use an attendance-based or number of hours worked appraisal system, which does not accurately reflect employee contributions in a hybrid context. This is in line with Fitriana's report (2022) which states that 64% of managers have difficulty assessing the performance of remote employees due to the lack of clear indicators in traditional appraisal systems. Research by Harahap & Perdana. (2021) shows that employees who work from home experience a 13% increase in productivity compared to those who work in the office, but

often face challenges in getting recognition for their contributions.

This challenge risks creating unfairness in performance evaluations, especially for employees who work from home more often than in the office. Managers who are accustomed to assessing productivity based on physical presence may subconsciously value employees who are often seen in the work environment more, even though their contributions may not necessarily be greater than those of colleagues who work remotely. As a result, employees who work more remotely may experience a lack of recognition for their work results, which can impact motivation and job satisfaction. A study conducted by Lastiawan & Aprilyanti (2021) revealed that employees who work from home often experience "proximity bias," where managers are more likely to positively evaluate employees who work closer to them physically. If not handled properly, this condition can reduce employee engagement levels and negatively impact overall organizational productivity.

To overcome this problem, an output-based performance assessment approach needs to be implemented as a more objective and fair solution. In this approach, employee performance is measured based on their achievements and contributions to company goals, not just attendance or number of hours worked. Organizations need to define clear and measurable Key Performance Indicators (KPIs), so that each employee has a specific target and can be evaluated more transparently. In addition, the use of technology such as project tracking software, productivity analytics, and data-driven performance management systems can help provide a more accurate picture of employee work effectiveness without having to rely on direct supervision. Research from Ludin et al (2023) shows that organizations that implement an output-based evaluation system experience a 25% increase in productivity because



employees have clearer goals and feel more empowered in achieving their targets.

In addition to implementing a results-based system, open communication between management and employees is an important factor in ensuring fair performance evaluations. Managers need to provide constructive feedback regularly, and ensure that employees understand the expectations and goals to be achieved. A study by Nugis & Sanggarwati (2024) stated that companies that implement open communication and regular feedback systems have higher levels of employee engagement, which ultimately has a positive impact on productivity. Thus, every individual feels appreciated for their contribution, regardless of their work location. By adopting a more modern approach to productivity measurement, organizations can not only improve work efficiency in a hybrid environment but also create a more inclusive, fair, and performance-based work culture.

## 2. Barriers to Team Collaboration and Communication

The hybrid work model provides flexibility for employees, but also presents challenges in communication and team collaboration. Harmen et al (2024) report shows that 85% of business leaders are concerned that the lack of face-to-face interaction can reduce work effectiveness and innovation. This is in line with research conducted by Olson and Olson (2000), which shows that remote collaboration has major challenges in building trust, sharing work context, and maintaining effective communication. One of the main obstacles in the hybrid work model is the limited face-to-face interaction, where informal communication and spontaneous brainstorming become more difficult. The lack of non-verbal communication, such as facial expressions and body language, can also hinder understanding of the context in the conversation. Tang & Bradshaw (2020) stated that communication media with lower levels of social proximity,

such as email and text messages, tend to reduce the sense of involvement in the conversation and affect the effectiveness of communication within the team.

In addition, one of the major challenges in hybrid teams is the gap in access to information, especially for employees who work remotely. They are often not involved in strategic discussions and decision-making that occur directly in the office. Davenport and Prusak (1998) highlight that knowledge sharing in organizations relies heavily on informal interactions and physical proximity. When communication relies solely on technology, remote workers can miss out on important information that is usually obtained through spontaneous conversations in the office. This condition is further exacerbated by the proximity bias phenomenon, which is the tendency for managers or leaders to pay more attention and provide opportunities to employees who are more often present in the office than those who work remotely. Baker et al (2024) found that remote workers often experience decreased organizational engagement due to reduced interaction with coworkers and superiors. As a result, remote workers are at risk of being left behind in career development and promotion opportunities, which in the long run can reduce their job satisfaction.

The impact of these communication and collaboration barriers is significant for organizations and individuals. Ineffective communication can slow down workflow and reduce team productivity. Vuchkovski et al (2023) found that virtual teams tend to face challenges in coordination and conflict resolution compared to teams that work together physically. In addition, innovation can also be hampered by the lack of interaction that encourages the exchange of creative ideas. A study conducted by Firdaus & Kuswinarno (2024) showed that innovation in teams is highly dependent on how often team members share ideas and collaborate spontaneously. If communication is not well supported,



companies can miss out on innovative opportunities that come from interactions between team members. Unequal access to information and career development opportunities can also create gaps in the organization, which ultimately has the potential to reduce employee motivation and engagement. Van Zoonen & Sivunen (2022) noted that remote workers often feel less recognized by the organization, which causes them to experience a decreased sense of belonging to the company. Furthermore, workers who feel isolated from team dynamics can experience decreased job satisfaction, which can lead to increased rates of resignation or turnover.

To overcome these challenges, organizations need to adopt an inclusive communication system by improving digital infrastructure. The use of collaboration platforms such as Microsoft Teams, Slack, or Zoom can help keep communication flowing, while project management systems such as Trello, Asana, or Monday.com can ensure transparency in task allocation and work progress. In addition, it is important to create an inclusive work environment by scheduling regular team meetings in a hybrid format and documenting meeting outcomes so that all team members have equal access to information. Lane et al (2024) suggest that organizations should adopt technology-based communication strategies that encourage active participation of remote employees, such as the use of video features in online meetings and forum-based discussions to strengthen team engagement.

In addition to improving communication, organizations also need to address proximity bias by ensuring that performance evaluations are based on work output, not just physical presence in the office. Laelawati (2025) emphasized that a results-based evaluation system is more effective in increasing the productivity of hybrid teams than a system that only assesses based on attendance. Mentorship and training programs that are accessible to all employees, including those

working remotely, must be strengthened so that each individual has an equal opportunity to develop. Furthermore, companies must ensure that all employees, both those working in the office and remotely, have equal opportunities to be involved in strategic projects and get job promotions. The importance of flexible leadership in supporting hybrid teams, where superiors must actively ensure that the work policies implemented do not benefit one group over another.

By implementing these steps, organizations can reduce barriers to team communication and collaboration and create a more effective and inclusive hybrid work environment. While challenges remain, a structured approach to managing communication and work opportunities will help companies maintain productivity, drive innovation, and ensure the well-being of all employees. Previous research also suggests that the success of a hybrid work model depends on an organization's ability to manage work relationships and adapt communication strategies to the needs of their teams. As such, organizations that are proactive in addressing communication and collaboration challenges may be better prepared for changes in the future work landscape.

### **Adaptation Strategies in Performance Management in a Hybrid Work Environment**

#### **1. Implementation of Results-Based Performance Appraisal System**

The implementation of a results-based performance appraisal system in a hybrid work environment has had a significant positive impact on organizations and employees. Based on research by Khaeruddin & Aditiya (2020), companies that implement this system experience an increase in productivity of up to 27% due to the flexibility given to employees in determining the best way to achieve their work targets. Another study conducted by Nurhayati (2017) shows that a results-based system



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increases work effectiveness because employees focus more on achieving tasks than meeting certain working hours. With this system, performance evaluation becomes more objective because the main focus is on work output, not just the physical presence or visibility of employees. This also reduces evaluation bias, especially for those who work remotely. In addition, research conducted by Pokojski et al (2022) in an experiment in a Chinese company showed that employees who work remotely and are assessed based on their work results experience a 13% increase in productivity compared to employees who work in the office with a conventional appraisal system. The implementation of a results-based system also increases employee satisfaction and motivation because they are given the freedom to manage their time and work methods without being bound by rigid attendance rules. From an operational perspective, organizations benefit from efficiency in performance management, where clear performance indicators (Key Performance Indicators – KPIs) allow for more accurate measurement of individual contributions. In addition, with more employees working hybrid, companies can reduce operational overheads such as office rent and physical work facilities, as confirmed by Howell's (2022) research which found that companies can save up to 30% in operational costs by implementing a flexible, results-based work system.

However, the success of implementing this system depends on several important factors. First, the organization must set clear and measurable KPIs according to the responsibilities of each employee. Performance indicators must be SMART (Specific, Measurable, Achievable, Relevant, Time-bound) so that the targets set can be achieved realistically and evaluated easily. A study conducted by Sianturi et al (2025) also supports this concept, where setting specific and challenging targets can increase employee motivation and performance. Second, transparency in the assessment process is the

main key so that employees clearly understand how their performance will be measured. Evaluation standards and methods need to be communicated openly to avoid misunderstandings and ensure that each individual is assessed based on their real contribution. The use of digital platforms such as performance management software can also help companies monitor employee work progress in real time.

In addition, a continuous feedback mechanism is essential to improve the effectiveness of this system. Performance evaluation is not only carried out periodically, for example annually, but must also be implemented through feedback provided periodically. Leaders and managers have an important role in providing constructive feedback to employees, helping them overcome obstacles faced, and ensuring that they remain on the right track in achieving work targets. This is in line with the Self-Determination theory of Deci & Ryan (1985) which states that positive and continuous feedback can increase employee intrinsic motivation and improve their performance. On the other hand, organizations also need to create a work culture that supports a results-based system by shifting the mindset from simply assessing attendance to an achievement orientation. Trust-based leadership is a crucial factor in supporting this system, where managers need to provide autonomy to employees while still ensuring their accountability for the tasks given. To support this change, training for managers and employees can be carried out so that they can adapt to the new approach to performance evaluation.

The use of technology also plays an important role in the implementation of a results-based assessment system. The use of performance management software such as OKR (Objectives and Key Results), Performance Dashboard, or Project Management Tools allows companies to monitor work results transparently and based on data. According to a report by Wulandari et al



(2024), companies that use data-based software in performance management experience a 20% increase in team effectiveness, because data provides more accurate insights into individual and team productivity. Data collected through various digital systems can be used for performance analysis, so that companies can make fact-based decisions in managing employee performance. With the right combination of strategies, the implementation of a results-based assessment system not only increases productivity and fairness in employee evaluation, but also helps organizations create a more flexible, efficient, and results-oriented work environment.

## 2. Utilization of Technology to Improve the Effectiveness of Performance Management

The use of technology in performance management has had a significant impact on organizational effectiveness, especially in a hybrid work environment. According to a report by Kabul (2024), companies that adopt digital tools to measure performance experience an increase in team management effectiveness of up to 30%. The use of data analytics in performance management can improve operational efficiency and help organizations make evidence-based decisions (Abdul-Azeez et al., 2024). Technology enables more accurate and real-time performance monitoring, which in turn helps organizations identify work patterns and productivity trends. By using data analytics and artificial intelligence (AI), companies can analyze employee work habits and provide more objective data-based feedback. In addition, the use of collaboration platforms such as Microsoft Teams, Slack, and Asana ensures that communication and coordination between teams continues to run smoothly, even though team members work from different locations. This is reinforced by research conducted by Firdaus & Kuswinarno (2024), which found that the adoption of collaborative technology can increase work flexibility and improve

communication effectiveness in organizations that implement remote work systems.

However, despite providing many benefits, the use of technology in performance management also has its own challenges. One of the main risks is the potential for micromanagement due to overly strict monitoring, which can cause employees to feel overly supervised and lose trust in the company. This phenomenon has been discussed in a study conducted by Mukthamar et al (2023) which concluded that overly intense digital monitoring can reduce employee motivation and create a work environment that is less conducive to innovation. In addition, data security and privacy issues are also important concerns. The ambiguity in the protection of personal data in a digital work environment can cause resistance from employees and has the potential to violate applicable privacy regulations. Another challenge is the readiness of the organization and employees to adopt new technologies. The success of implementing technology in an organization is highly dependent on the readiness of the users and the effectiveness of the training provided. Therefore, organizations need to provide training and technical support so that technology-based systems can be adopted effectively by all employees.

To ensure that the use of technology in performance management delivers optimal results, organizations need to implement the right strategy. One important approach is to maintain balance in performance monitoring by ensuring that the system implemented is transparent and results-based, not just monitoring employees' daily activities. When employees feel that a technology-based evaluation system is used for their self-development, they are more likely to have higher levels of job satisfaction and commitment. In addition, technology should also be used to support employee development by providing constructive data-based feedback, so that they can understand areas that need improvement and optimize their potential.



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Technology-based feedback that is delivered effectively can enhance employee learning and improve their overall performance. Therefore, companies need to improve employees' digital literacy by providing relevant training so that they can better utilize technology. Equally important, companies must also ensure that the implementation of technology is in line with data protection and privacy regulations. Organizations that have clear and transparent privacy policies are more likely to gain employee trust in the use of data-based technology.

Overall, the use of technology in performance management brings various benefits, including increased team effectiveness, data-driven decision making, and better communication in a hybrid work system. However, challenges such as micromanagement, data privacy, and employee readiness to adopt technology must be considered so that the application of technology can provide optimal results. With a balanced approach and the right strategy, technology can be a very effective tool in creating a more productive, transparent, and growth-oriented work environment for employees and the organization. Support from previous research further strengthens the argument that the adoption of technology in performance management must be carried out with a holistic approach, which not only focuses on performance monitoring but also on aspects of employee development and well-being

## CONCLUSIONS

The hybrid work model provides flexibility for employees, but also presents challenges in performance management that need to be addressed with the right strategy. One of the main challenges is the difficulty in measuring productivity, as attendance-based appraisal systems are no longer relevant in a flexible work environment. If not addressed, proximity bias can occur, where workers who are more often present in the office are more recognized than remote workers, even though their contributions are equally large. Therefore, organizations need to implement a results-

based appraisal system that emphasizes the achievement of work targets, not just physical presence. The use of technology in performance management can improve the accuracy of assessments, the effectiveness of team management, and communication in a hybrid work system. Communication and collaboration barriers in hybrid teams are also challenges, as limited face-to-face interaction can hinder the flow of information and career development of remote employees. To overcome this, companies must adopt an inclusive communication system with collaboration technology and schedule hybrid meetings regularly. In addition, trust-based leadership and ongoing feedback mechanisms are important factors in creating a productive hybrid work environment. Challenges such as potential micromanagement, data security, and organizational and employee readiness to adopt technology must be addressed with a strategic approach. With the right strategy, organizations can create a fair, efficient, and results-oriented hybrid work environment that supports employee productivity and well-being in the long term

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