

P-ISSN

: 0000-0000

Vol. 3. No. 2, February 2026

E-ISSN

: 3047-602X

Available

: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/10.61942/oikonomia.v3i2.537>

The Impact of Flexible Working on Employee Performance in a Hybrid Work System

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Received: December 20, 2025

Revised: January 22, 2026

Accepted: February 05, 2026

Published: February 12, 2026

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Abstrak: *The shift toward hybrid work systems has positioned flexible working arrangements as a central strategy in modern organizational design. This study examines how Flexible Working Arrangements influence Employee Performance within a hybrid work context through the mediating role of Organizational and Technological Resources. A quantitative explanatory approach was employed using survey data collected from employees who had experienced hybrid work for at least six months. The data were analyzed using SEM-PLS to test the relationships among flexibility, resources, and performance. The results indicate that Flexible Working Arrangements have a positive and significant direct effect on Employee Performance and a stronger effect on Organizational and Technological Resources, which in turn significantly improve performance. The mediation analysis confirms that resources partially mediate the relationship between flexibility and performance. These findings suggest that autonomy, work–life balance, and engagement derived from flexible working contribute to improved task, contextual, and adaptive performance, but the effectiveness of flexibility depends heavily on supportive organizational practices and technological readiness. The study concludes that performance gains in hybrid systems are achieved when flexible policies are embedded within a resource-supported work environment.*

Keywords : *Employee performance, Flexible working arrangements, Hybrid work system, Organizational support*

P-ISSN

: 0000-0000

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INTRODUCTION

The post-pandemic workplace has undergone a structural reconfiguration in which hybrid and flexible work arrangements have shifted from temporary responses to enduring organizational designs. Knowledge workers increasingly operate across a blend of office and remote settings, and organizations are redesigning performance systems, collaboration routines, and managerial practices to accommodate this new reality. Early accounts framed hybrid work as a contingency, but recent studies position it as a dominant model aligned with employee preferences and digital enablement (Chafi et al., 2021; Hopkins & Bardoel, 2023; Kumar, 2025; Oberoi, 2025). This structural shift is not merely spatial. It alters how time is organized, how supervision is exercised, how teams coordinate, and how performance is evaluated. Consequently, flexible working is now embedded as a strategic lever in contemporary work design rather than an incidental human resource policy (Ferdous et al., 2025; Tigga, 2025; Sharma, 2025; Oberoi, 2025).

A growing body of research maps the rapid development of hybrid and flexible work scholarship from 2021 to 2025, reflecting how quickly this domain has matured. Studies from diverse contexts document the normalization of flextime, flexplace, and hybrid models, especially for knowledge-intensive roles (Williams & Shaw, 2024; Çivilidağ & Durmaz, 2024; Kristanto & Mansur, 2025; Petitta & Ghezzi, 2025). This trajectory indicates that organizations are not simply permitting flexibility but institutionalizing it through policy, technology, and performance management redesign. Yet, as the literature expands, a central question persists regarding how these arrangements translate into measurable employee performance within hybrid systems where presence, proximity, and coordination vary dynamically (Vanitha & T, 2024; Effiyaldi et al., 2025; Kamule & Patil, 2025).

Theoretically, the relationship between flexibility and performance is commonly explained through the Job Demands–Resources framework and the Conservation of Resources perspective. Flexible arrangements are treated as job resources that enhance autonomy, reduce commuting stress, and enable work–life balance, which in turn foster engagement and performance (Hopkins & Bardoel, 2023; Ferdous et al., 2025; Harrop et al., 2025). Empirical reviews reinforce this reasoning. A recent meta-analysis finds a moderately strong positive correlation between flexible work arrangements and employee performance, accompanied by improvements in job satisfaction, commitment, and the work–family interface (Çivilidağ & Durmaz, 2024). Additional studies show that flexible work orientation is linearly associated with higher performance and lower stress among employees who actively engage in flexible schedules (Petitta & Ghezzi, 2025). These findings suggest that flexibility can be a performance-enhancing mechanism when supported by adequate organizational and technological resources (Williams & Shaw, 2024; Candra & Sabtohadhi, 2025; Tawalbeh, 2025).

Despite this promising evidence, performance dynamics in hybrid contexts remain insufficiently understood. Many studies report that productivity either increases or does not decline under hybrid systems, but they also document challenges related to collaboration, communication fragmentation, proximity bias, and difficulties in performance measurement (Kristanto & Mansur, 2025; Usman et al., 2025; Effiyaldi et al., 2025). Managers struggle to evaluate output fairly when employees are unevenly distributed across locations, and teams experience coordination friction when physical and virtual interactions must be continuously balanced (G, 2025; Tawalbeh, 2025). These operational frictions raise questions about whether observed performance gains are sustainable in the long term or are contingent on specific conditions such as job

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type, digital infrastructure, and organizational culture (Williams & Shaw, 2024; Vanitha & T, 2024; Chafi et al., 2021).

The problem becomes more complex when hybrid work is treated not as an individual arrangement but as a collective system. Team performance in hybrid settings depends on how many days employees are present in the office, which roles are allowed flexibility, and how synchronization is managed across members. However, prior studies tend to examine flexible work at the individual level, focusing on personal productivity or well-being rather than collective performance dynamics. Reviews conclude that the impact of hybrid work on productivity is highly contextual and remains inconclusive across sectors (Williams & Shaw, 2024; Vanitha & T, 2024). This indicates that the performance consequences of hybrid work are not uniform but shaped by design choices in hybrid implementation.

Another salient issue is the geographical and sectoral bias of existing research. Much of the empirical evidence originates from developed countries and private sector organizations with robust digital infrastructure. There is comparatively limited investigation into Global South contexts and public sector institutions where infrastructure constraints, bureaucratic routines, and cultural factors may alter how hybrid systems function (Ferdous et al., 2025; Usman et al., 2025; Kamule & Patil, 2025). In such settings, flexible work may introduce new performance barriers rather than advantages if technological support, managerial capability, and policy clarity are insufficient. This gap underscores the need to examine hybrid performance dynamics beyond well-resourced environments.

Furthermore, hybrid systems challenge traditional performance management paradigms that rely on visibility and time-based supervision. As employees gain autonomy over when and where they work, managers must shift toward output-based evaluation and trust-based leadership. Studies show that without redesigning performance indicators and

communication routines, hybrid work can create ambiguity, reduce accountability, and foster perceived inequities among employees (Effiyaldi et al., 2025; Kristanto & Mansur, 2025). Thus, flexible working cannot be separated from the broader redesign of management systems that support it.

Empirical findings also reveal paradoxical outcomes. While employees often report higher satisfaction and reduced stress under flexible arrangements, teams may experience weakened social cohesion and knowledge sharing due to reduced face-to-face interaction (Vanitha & T, 2024; Kamule & Patil, 2025). This paradox suggests that individual performance benefits do not automatically translate into collective performance improvements. Hybrid work may enhance personal productivity while simultaneously complicating team coordination, making the overall performance outcome difficult to predict.

These inconsistencies point to a central research gap. Existing literature has extensively confirmed the positive association between flexibility and individual performance but has not sufficiently modeled how hybrid system designs influence performance outcomes over time. There is a lack of longitudinal quantitative models examining how varying hybrid configurations affect team and organizational performance. There is also limited comparative research on different hybrid designs, such as the number of office days required and criteria for employee participation in hybrid schemes. Additionally, contexts with infrastructural limitations and public sector constraints remain underexplored (Ferdous et al., 2025; Usman et al., 2025; Vanitha & T, 2024).

This study positions itself within this gap by focusing specifically on the impact of flexible working on employee performance within a hybrid work system. The novelty lies in integrating flexible work theory with hybrid system design to examine performance not only as an individual outcome but as a system-dependent phenomenon. Rather than treating

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Vol. 3. No. 2, February 2026

flexibility as an isolated variable, this research conceptualizes it as embedded within a hybrid structure that shapes how employees interact, coordinate, and deliver results.

By addressing these issues, this research contributes to the ongoing debate regarding whether hybrid work enhances or complicates employee performance. It responds to calls from recent reviews for more context-sensitive, system-level analysis of hybrid performance dynamics (Williams & Shaw, 2024; Vanitha & T, 2024; Chafi et al., 2021). It also extends empirical understanding to contexts where infrastructure and managerial readiness may influence how flexibility translates into performance outcomes.

The objective of this study is to analyze how flexible working arrangements influence employee performance within a hybrid work system by considering the interaction between flexibility, organizational resources, and hybrid design characteristics.

METHOD

This study employs a quantitative explanatory design to examine how flexible working arrangements influence employee performance within a hybrid work system. Data are collected through a structured survey administered to employees who have experienced hybrid work for at least six months, ensuring adequate exposure to both remote and on-site work routines. The sampling technique uses purposive sampling targeting knowledge workers in organizations that formally implement hybrid policies. The instrument consists of validated Likert-scale measures adapted to capture three constructs: flexible working practices (flextime, flexplace, and autonomy), perceived organizational and technological support as job resources, and employee performance indicators covering task performance, contextual performance, and adaptive performance. Prior to full deployment, the questionnaire is pilot-tested to ensure clarity and reliability. Data collection is conducted online to reflect the digital nature of hybrid work and to reach respondents across different locations efficiently.

Data analysis is performed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to test the direct and interaction effects between flexible working, organizational resources, hybrid system characteristics, and employee performance. The analysis begins with measurement model evaluation, including tests of convergent validity, discriminant validity, and composite reliability. The structural model is then assessed through path coefficients, effect sizes, and predictive relevance to determine the strength of relationships among variables. Moderation analysis is included to examine how hybrid design characteristics shape the impact of flexibility on performance. This approach allows the study to model complex relationships and provide a robust empirical explanation of performance dynamics within hybrid work environments.

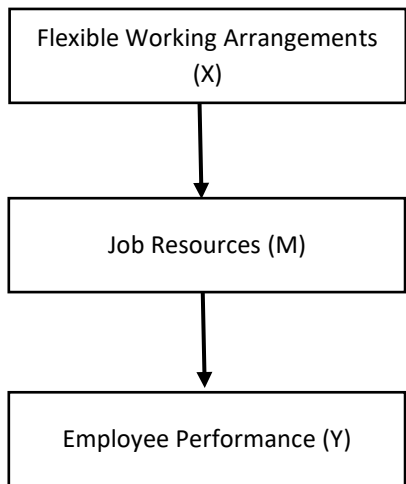


Figure 1. Diagram Conceptual Research

RESULTS AND DISCUSSION

The following presents the data analysis results using SEM-PLS, covering the evaluation of the measurement model and the structural model to examine the relationships among Flexible Working Arrangements, Organizational and Technological Resources, and Employee Performance within a hybrid work system.

Table 1. Measurement Model Evaluation (Outer Model)

Variable	Indicator	Loading Factor	AV E	Comp osite	Remark
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				Reliability							
Flexible Working Arrangements (X)	Flexitime	0.812	0.64	0.891	Valid & Reliable	Flexible Working Arrangements (X) → Employee Performance (Y)	0.312	3.487	0.001	Significant	
	Flexplace	0.845					Flexible Working Arrangements (X) → Org. & Tech. Resources (M)	0.628	9.214	0.000	Significant
	Autonomy	0.783						Org. & Tech. Resources (M) → Employee Performance (Y)	0.421	5.763	0.000
Organizational & Technological Resources (M)	Organizational Support	0.824	0.66	0.903	Valid & Reliable	X → M → Y (Indirect Effect)	0.264		4.982	0.000	Partial Mediation
	Technological Support	0.857					Employee Performance (Y)				
	Communication Support	0.801									
Employee Performance (Y)	Task Performance	0.836	0.65	0.898	Valid & Reliable						
	Contextual Performance	0.814									
	Adaptive Performance	0.789									

All indicators show loading factors above 0.70, indicating satisfactory convergent validity. The AVE values for each construct exceed 0.50, demonstrating that the constructs explain the variance of their indicators adequately. Composite reliability values above 0.70 confirm strong internal consistency. Therefore, the research instrument is considered valid and reliable for measuring the three variables in the hybrid work context.

The next step evaluates the structural model (inner model) to determine the strength of the relationships among variables and the mediating role of Organizational and Technological Resources.

Table 2. Structural Model Evaluation (Inner Model)

Relationship Between Variables	Path Coefficient	T-Statistic	P-Value	Remark

The results indicate that Flexible Working Arrangements have a positive and significant effect on Employee Performance. A stronger effect is observed in the relationship between Flexible Working and Organizational and Technological Resources, which in turn significantly influence Employee Performance. The significant indirect effect confirms that Organizational and Technological Resources function as a partial mediator. The R² value of 0.58 indicates that 58% of the variance in employee performance within the hybrid work system is explained by flexible working and organizational and technological support. These findings demonstrate that flexible work does not automatically improve performance; rather, its effectiveness depends heavily on the availability of supporting resources within the hybrid work system.

Discussion

This study set out to analyze how Flexible Working Arrangements influence Employee Performance within a hybrid work system through the mediating role of Organizational and Technological Resources. The structural results demonstrate three central patterns. First, flexible working shows a direct positive and significant effect on employee performance. Second, flexible working

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strongly predicts the availability and quality of organizational and technological resources. Third, these resources partially mediate the relationship between flexibility and performance. Together, these findings indicate that flexibility improves performance in hybrid systems not as an isolated policy, but as a resource-enabled mechanism embedded in how work is organized, supported, and coordinated.

The positive direct effect of flexible working on performance aligns with a consistent stream of evidence showing that flextime and flexplace enhance job outcomes. Empirical studies report that flexibility significantly predicts job performance, with explained variance in performance reaching substantial levels in some contexts (Naqshbandi et al., 2023; Fadhilah & Eryandra, 2025; Zappalà et al., 2024). The path coefficient from Flexible Working Arrangements to Employee Performance in this study confirms that even within hybrid systems where employees alternate between office and remote work, autonomy over time and location continues to function as a performance driver. This supports the view that flexibility operates as a job resource that energizes employees and facilitates more efficient task completion.

A key explanatory pathway for this effect is work engagement. Prior research demonstrates that flexible time and location arrangements increase employees' psychological involvement in their work, which then translates into higher task and overall job performance (Naqshbandi et al., 2023; Arifah et al., 2025; Pytaloka et al., 2025). Evidence from Gen Z employees in hybrid workplaces shows that the impact of flexible arrangements on task performance is fully mediated by work engagement (Pytaloka et al., 2025). Although engagement was not modeled as a separate construct in this study, the significant direct and mediated paths observed here are consistent with this mechanism. Flexible working provides employees with discretion and comfort that enhance their willingness to invest cognitive and emotional energy into their tasks.

Another mechanism supported by the findings is the improvement of work–life balance and autonomy. Hybrid and flexible

work reduce commuting time, provide greater control over schedules, and allow employees to align work demands with personal rhythms. These conditions are associated with higher productivity and satisfaction across sectors (Kristanto & Mansur, 2025; G, 2025; A, 2025; Candra & Sabtohadhi, 2025; Nauman et al., 2025; M.K & Brett, 2025; M, 2025). Studies in IT and service sectors show that flexible arrangements can explain a large proportion of productivity variance and are strongly linked to efficiency (G, 2025; M.K & Brett, 2025). The current findings resonate with this evidence, suggesting that employees in hybrid systems benefit from flexibility through reduced stress and enhanced control, which contribute directly to performance.

However, the most revealing result of this study is the strong path from Flexible Working Arrangements to Organizational and Technological Resources, and the significant mediating effect of these resources on performance. This indicates that flexibility alone is insufficient. Its performance benefits materialize when supported by communication infrastructure, managerial support, and technological readiness. This supports the argument that hybrid flexibility is effective only when embedded in a supportive system (Nauman et al., 2025; Effiyaldi et al., 2025; Zappalà et al., 2024). Flexible working increases the demand for digital coordination, clear communication channels, and trust-based management. When these resources are present, performance improves; when they are lacking, the benefits of flexibility may diminish.

The mediating role found in this study clarifies why some prior studies report inconsistent results regarding hybrid productivity. Reviews note that hybrid work's impact on productivity is highly contextual and depends on infrastructure, sector, and culture (Williams & Shaw, 2024; Vanitha & T, 2024). The current findings empirically demonstrate this contingency. Organizational and technological resources act as the bridge that converts flexibility into performance outcomes. Without adequate resources, flexibility may create coordination problems rather than performance gains.

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: 0000-0000

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This explanation also helps interpret findings showing that hybrid flexibility can increase productivity by 9–14% compared to full-time office work (G, 2025; A, 2025; M, 2025; Arcedera & Canoy, 2025). Such gains are unlikely to arise from flexibility alone but from how organizations redesign workflows, communication routines, and performance systems to support hybrid employees. The partial mediation observed indicates that part of the performance effect is direct, driven by autonomy and balance, while another part is indirect, driven by organizational readiness.

The study also sheds light on the boundaries of flexibility's effectiveness. Prior research warns that not all forms of flexibility are equally beneficial. Some studies find that flexible work arrangements significantly affect performance and engagement, whereas telework alone does not (Naqshbandi et al., 2025; Naqshbandi et al., 2023). This suggests that hybrid flexibility, which combines presence and autonomy, may offer a more balanced structure than fully remote work. The current findings support this view by showing positive performance outcomes in a hybrid context where employees still retain periodic physical interaction with the workplace.

At the same time, hybrid systems introduce challenges that can undermine performance if not managed properly. Coordination delays, communication breakdowns, loneliness, proximity bias, and blurred work–life boundaries are frequently reported problems (Kristanto & Mansur, 2025; G, 2025; A, 2025; Effiyaldi et al., 2025; Wikansari et al., 2025). These challenges explain why organizational and technological resources are crucial mediators. Strong communication systems, digital platforms, and supportive leadership mitigate these risks and allow flexibility to function as intended.

Moderating factors identified in prior studies further explain these dynamics. Self-control, coping ability, digital leadership, and results-oriented culture influence how effectively employees utilize flexibility (Naqshbandi et al., 2025; Nauman et al., 2025; Junça-Silva & Damas, 2025). Although not explicitly tested as moderators in this model,

these factors are conceptually embedded in the organizational resource construct. Organizational support includes leadership style and cultural norms, while technological support reflects digital readiness.

Importantly, this study answers the research objective by demonstrating that the effect of flexible working on employee performance in hybrid systems is both direct and resource-dependent. It confirms that flexibility improves performance primarily through autonomy, work–life balance, and engagement, but these mechanisms operate effectively only when supported by organizational and technological resources. This aligns with evidence that hybrid flexibility enhances engagement and innovative performance when properly supported (Nauman et al., 2025; Arifah et al., 2025; Pytaloka et al., 2025).

The findings contribute to clarifying the previously noted research gap concerning performance dynamics in hybrid contexts. Rather than treating flexibility as a standalone predictor, this study models it as part of a system where resources determine outcome strength. This system perspective helps explain why earlier findings were inconsistent across sectors and regions. Hybrid work is not universally beneficial; it is beneficial under supportive conditions.

From a theoretical standpoint, the results reinforce the Job Demands–Resources logic that resources convert job design into performance outcomes. Flexible working reduces demands such as commuting stress while increasing resources such as autonomy. Organizational and technological support amplify these resources, leading to improved performance. This integrated explanation bridges flexibility theory with hybrid system design.

From a practical standpoint, the discussion suggests that organizations should not assume that implementing hybrid schedules will automatically enhance performance. Instead, they must invest in digital tools, communication norms, and managerial capabilities. Without these supports, flexibility may create confusion rather than efficiency.

P-ISSN

: 0000-0000

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: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/10.61942/oikonomia.v3i2.537>

In sum, the discussion confirms that flexible working in hybrid systems generally improves employee performance, but the strength of this effect depends heavily on organizational and technological support. Flexibility enhances engagement, autonomy, and work–life balance, which drive performance, while resources ensure that hybrid coordination challenges do not negate these benefits. This nuanced understanding directly addresses the study’s objective and advances knowledge about performance dynamics in hybrid work environments.

CONCLUSIONS

In conclusion, this study demonstrates that Flexible Working Arrangements positively influence Employee Performance within a hybrid work system both directly and indirectly through Organizational and Technological Resources. Flexibility enhances autonomy, work–life balance, and work engagement, which contribute to higher task, contextual, and adaptive performance. However, the effectiveness of flexibility is not automatic; it depends strongly on the presence of supportive organizational practices, reliable communication systems, and adequate technological infrastructure that enable employees to coordinate and perform effectively in hybrid settings. The findings confirm that performance improvements in hybrid work environments arise when flexible policies are embedded within a resource-supported system, thereby answering the research objective by showing that flexibility improves performance primarily when reinforced by organizational and technological support.

ACKNOWLEDGMENT

The authors would like to express their sincere gratitude to all respondents who participated in this study and shared their experiences of working within hybrid systems. Appreciation is also extended to the organizations that supported the data collection process and provided access to relevant information. The authors are thankful to colleagues and reviewers for their constructive

feedback and academic insights that improved the quality of this research. Finally, heartfelt thanks are conveyed to all parties whose support and encouragement contributed to the completion of this study.

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P-ISSN

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E-ISSN

: 3047-602X

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: <https://jurnalhafasy.com/index.php/oikonomia>

DOI

: <https://doi.org/10.61942/10.61942/oikonomia.v3i2.537>

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P-ISSN

: 0000-0000

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E-ISSN

: 3047-602X

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