

The Effectiveness of Implementing a Hybrid Work System on the Performance and Motivation of Generation Z Employees in the Digital Era

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ABSTRACT

The phenomenon underlying this research stems from major transformations in the world of work in the digital era, where many organizations have begun shifting to a hybrid work system in response to increasing demand for flexibility and the use of technology. Generation Z, as the new workforce raised in a digital environment, exhibits work characteristics and preferences that differ from previous generations. They tend to prioritize freedom, autonomy, work-life balance, and adequate technological support in their daily work activities. However, the implementation of a hybrid work system does not automatically improve motivation and performance, raising questions about the extent to which work flexibility, technological support, and leadership style can create a positive work experience for Generation Z employees. This situation encourages organizations to reevaluate their work policies to remain competitive and retain young talent. Therefore, this study was conducted to analyze the effectiveness of implementing a hybrid work system on the motivation and performance of Generation Z, and to identify the factors that influence these outcomes in the context of the digital era.

Keywords: Hybrid Work System; Generation Z; Motivation; Performance; Digital Era



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INTRODUCTION

The emergence of the Fourth Industrial Revolution has triggered a profound transformation in global work paradigms, emphasizing the importance of flexibility in both work schedules and locations. As stated by Shahid et al. (2022), the hybrid work system can align with Generation Z's expectations by offering flexibility, autonomy, and a balanced integration of remote and in-office responsibilities. Employees are no longer required to be physically present in the workplace to contribute optimally to organizational objectives. This transformation has become even more prominent with the rise of Generation Z, described by Kesumaningsari et al. (2025) as individuals born between 1995 and 2010 who exhibit high curiosity and have grown up fully immersed in the digital world, positioning them as a new segment within the modern workforce. This generation, known as digital natives, is highly proficient in technology and upholds distinct work values, particularly those related to achieving work–life balance and maintaining autonomy in their professional activities.

In response to these shifting expectations, many organizations have begun implementing hybrid work arrangements models that blend remote work with on-site participation. This system is designed to offer flexibility and independence to employees while preserving collaboration, innovation, and organizational productivity. Nevertheless, the practical implementation of hybrid work is not without challenges. Organizations must navigate the complexity of understanding and managing the unique characteristics of Generation Z, who possess motivations, communication styles, and engagement preferences that differ from earlier generations. However, the existing literature has predominantly focused on the general characteristics of Generation Z or their preferences in digital work environments, without offering an in-depth exploration of how adaptive work models particularly hybrid work systems can accommodate their psychological and motivational needs in a professional setting. Prior studies have emphasized mainly dimensions such as productivity levels, technological application, or organizational efficiency, thereby leaving the interplay among work flexibility, managerial support, and a sense of meaningful work in shaping Generation Z's motivation and performance insufficiently examined and empirically validated.

As hybrid work becomes increasingly prevalent as a dominant model in the post-pandemic era, a critical question arises: To what extent can hybrid work systems effectively meet the expectations of Generation Z while enhancing their performance and motivation? This question is essential to examine, as work flexibility does not necessarily translate into increased productivity or stronger employee engagement. Appropriate strategies are required to ensure that hybrid work not only provides personal satisfaction but also contributes to measurable performance improvements and sustained work motivation.

Given this urgency, the purpose of this study is to analyze the effectiveness of hybrid work systems in relation to the performance and motivation of Generation Z employees in the digital era. This research explores how flexibility, technological integration, and the meaning of work shape the motivation and performance of Generation Z in modern work environments. The findings of this study are expected to contribute theoretically to the development of human resource management research in the digital age and offer practical implications for organizations in designing adaptive work models that are responsive to the dynamics of today's workforce and capable of optimizing the potential of future professionals.

LITERATURE REVIEW

Hybrid Work System

Advancements in digital technology and the evolving landscape of global employment significantly accelerated by the COVID-19 pandemic have given rise to a new framework in the labor market, commonly referred to as the hybrid work system. According to Behre (2022), hybrid work is a model that combines on-site and remote work, offering flexibility tailored to individual roles and personal preferences. Similarly, Chaniago (2025) asserts that developments in information technology enable organizations to operate without the constraints of physical space through the concept of the Virtual Office. This system allows employees to perform their tasks from any location as long as they are connected to the internet. Through a Virtual Office, organizations can manage clients, conduct transactions, communicate, and hold meetings online. Tools such as email, video conferencing, word processors, and digital collaboration platforms facilitate workflow efficiency and enhance accuracy in information management. This concept is highly relevant to the hybrid work phenomenon. As emphasized by Behre (2022), hybrid work integrates remote and on-site working arrangements to provide employees with flexibility and autonomy. Such flexibility is made possible by the availability of fast, reliable digital technologies, which are also central to the Virtual Office concept. In this context, technology serves as the foundation that enables employees to perform their tasks from various locations, aligning with the idea that organizational activities are no longer confined to physical office spaces. This approach enhances employees' control over their work style, thereby improving well-being, productivity, and work–life balance.

One of the principal advantages of the hybrid work system is increased flexibility and autonomy. A study by Niranjana et al. (2023), *An Investigation on Hybrid Systems for HRM at Solara Active Pharma Science*, demonstrates that hybrid work allows employees to choose their work location and schedule, thereby increasing autonomy and flexibility. This arrangement can lead to higher job satisfaction and improved work–life balance, as employees are better able to manage both personal and professional responsibilities.

Furthermore, hybrid work has been shown to enhance individual productivity. Increased employee productivity and organizational loyalty can be achieved through work systems that offer greater autonomy. However, challenges remain in ensuring equitable access to digital resources and maintaining consistent employee engagement, both for remote workers and those who continue to work on-site (Sari & Wening, 2025).

Employee Performance

According to Priyono et al. (2024) Employee performance refers to the measurable outcomes of how employees carry out their tasks, both in terms of quantity and quality. Performance is assessed against organizational standards, including adherence to schedules and regulations. With these standards, employees can identify their strengths and areas for improvement, thereby supporting more effective human resource management and enhancing the quality of healthcare services provided to the community. Harmon (2020) states that performance represents the results achieved by individuals or groups within an organization in accordance with their roles, responsibilities, and applicable moral and legal principles. The extent to which an individual fulfills their duties reflects their performance level, while performance is defined as the degree to which tasks are completed effectively. Thus, performance refers to what employees do or fail to do, which directly demonstrates the magnitude of their contribution to the organization.

Empirical quantitative investigations across various sectors have validated that leadership approaches, work ethic, intrinsic motivation, and resource availability are significant predictors of employee performance. As noted by Roul and Dash (2025), employee performance is shaped by several key determinants, including organizational culture, leadership style, job fulfillment, opportunities for training, and work–life balance. Their study highlights the importance of effective leadership and an inspiring work climate, supplemented by continuous professional development. It further addresses challenges such as stress and burnout, advocating for targeted strategies that align individual aspirations with organizational objectives. In conclusion, employee performance is a dynamic, multifaceted phenomenon influenced by organizational, individual, and external factors, requiring proactive strategies in human resource management.

Work Motivation

According to Rozi et al. (2024), work motivation is a complex construct that significantly influences employee performance, productivity, and overall organizational success. It comprises various internal and external stimuli that drive, direct, and sustain work-related behavior. The importance of work motivation is evident in its impact on performance, as motivated individuals typically exhibit higher levels of productivity, concentration, and dedication to their tasks, ultimately supporting the achievement of organizational goals.

Consistent with the findings of Work Motivation (2022), work motivation encompasses the orientation, intensity, and persistence of work-related behaviors, which substantially affect employees' attitudes, psychological well-being, and overall performance outcomes. It is intrinsically connected to the goal-setting process, wherein individuals identify and pursue objectives based on their perceived values and motivations. Goals are structured hierarchically, with lower-level goals serving as stepping stones toward the attainment of higher-level aspirations. The characteristics of these goals whether they are oriented toward achieving desirable outcomes or avoiding undesirable results directly influence benefits for both the individual and the organization. This underscores the need to prioritize and balance multiple goals within the workplace.

Generation Z in the Contemporary Workplace

The relationship between Generation Z and hybrid work systems is highly dynamic, as this generation has grown up in a technology-driven environment that values flexibility. Consequently, they tend to prefer hybrid work arrangements that provide autonomy while supporting a balanced personal and professional life. Their preferences and expectations shape how they engage with both workplace and educational environments. As hybrid models become more widely adopted and proven effective, their relevance to Generation Z continues to increase across various contexts. Generation Z perceives hybrid work systems as optimal because such arrangements offer flexibility and balance factors that enhance their overall happiness and productivity. Studies suggest that hybrid work models can improve participation and performance among younger workers. This is largely because hybrid structures align with Generation Z's views on personal interests, gradual self-development, and autonomy (Angreni & Mahyuni, 2024). Moreover, the COVID-19 pandemic accelerated the adoption of hybrid systems and increased their appeal to Generation Z by enabling a combination of in-person and remote work, which aligns well with their expectations for dynamic work environments (Shahid et al., 2025).

Generation Z also appreciates blended learning approaches that combine digital and traditional methods. They view such systems as beneficial due to the variation and efficiency they offer. However, many members of this generation still appreciate conventional learning values, demonstrating a balance between respect for classical approaches and openness to innovation. To address the needs and characteristics of Generation Z, organizations are encouraged to redesign their internal employee branding strategies. One successful strategy involves offering hybrid work systems that provide greater flexibility and participation opportunities, both of which are critical for enhancing loyalty and retention among young workers.

Although Generation Z generally favors hybrid work models, their preferences vary by workplace type and educational background. They may choose hybrid arrangements in family businesses, corporate environments, or entrepreneurial settings. As a result, organizations must adapt the implementation of hybrid work models to meet the unique needs and characteristics of Generation Z (Osorio & Madero, 2024).

RESEARCH METHOD

The primary instrument for data collection in this study was in-depth interviews. This method was selected to obtain a more comprehensive understanding of how the hybrid work system influences the performance and motivation of Generation Z employees. Through interviews, the researcher was able to explore participants' experiences and perspectives in greater detail and capture subjective nuances that may not be accessible through quantitative methods. The research instrument consisted of a semi-structured interview guide, which allowed the researcher to follow up on participants' responses while maintaining alignment with the research focus. This format enabled respondents to share their experiences and opinions freely, while providing the researcher with a structured framework to explore relevant or spontaneously emerging issues during the interview process.

Referring to Machuca Yaguana (2023), interviews in empirical research provide opportunities for researchers to understand participants' attitudes, preferences, and perceptions through direct conversation. This method allows participants to explain the reasoning behind their views more deeply and offers context regarding their level of agreement or disagreement with specific phenomena. In this study, interviews played a crucial role in capturing how Generation Z interprets work flexibility, technological support, and the dynamics of motivation and performance within a hybrid work system in the digital era.

The collected data were then analyzed using a qualitative approach to identify patterns, core themes, and connections among concepts related to hybrid work systems, motivation, and performance. The qualitative method was chosen to provide in-depth and contextual insights, serving as an empirical foundation for formulating strategic recommendations that align with the needs of Generation Z.

The study was conducted over five days in November 2025. This aligns with Alford and Teater's (2025) assertion that qualitative research aims to explore social phenomena through the systematic collection of narrative data. Semi-structured interviews enabled the researcher to gather rich and relevant information for thematic analysis, allowing patterns and trends emerging from participants' experiences to be clearly illustrated.

Each interview session lasted approximately 10 to 20 minutes and was conducted either in person or through online platforms, depending on participants' preferences and convenience. All sessions were recorded with participants' consent and fully transcribed

prior to analysis. Additionally, verification procedures were carried out to ensure the accuracy and consistency of the collected data.

This study involved eight informants selected through purposive sampling, a technique in which participants are chosen based on specific characteristics relevant to the study's objectives. The selection criteria included:

- Individuals born between 1995 and 2010 are classified as Generation Z.
- Individuals with at least one year of work experience or who were actively employed at the time of data collection.
- Informants were selected from diverse industrial, educational, and job-related backgrounds to ensure varied perspectives and enhance the representativeness of the study's findings regarding the observed phenomenon.

RESEARCH RESULTS

To gain a more holistic understanding of the attributes of the participants involved in this survey, the following table presents a summary of their names, ages, and types of occupation. This data provides additional context regarding each participant's background, which may influence their perspectives on work–life balance and its effectiveness within a hybrid work environment. By understanding these individual characteristics, a more comprehensive and representative analysis of Generation Z employees' perceptions and experiences in this study can be conducted.

Table 1. Name, occupation, and age of respondents

Participants	Age	Gender	Occupation
Participant 1	27	F	Head Office
Participant 2	24	M	Staff Office
participant3	28	M	Supervisor
Participant 4	28	M	Leader Operational
Participant 5	26	M	Owner MLM
Participant 6	25	F	Environment & Social Account
Participant 7	27	M	Travel division administration
Participant 8	27	M	Laboran

Source: own compilation (2025)

An in-depth interview study with 8 Generation Z employees found that the hybrid work system was perceived as effective. As detailed in Table 1, the participant demographic profile underscores key positive assessments, including enhanced work flexibility, robust technological support, and consequent improvements in work motivation and individual performance.

Effectiveness of the Hybrid Work System

According to Bakker et al. (2017), within the framework of the Job Demands–Resources (JD-R) Theory, “role clarity reduces job demands such as schedule confusion, thereby increasing employee engagement.” This finding is consistent with interviews conducted with eight Generation Z informants, most of whom reported that the hybrid work schedule and regulations were clearly communicated and easy to understand. The participants did not experience difficulties adapting to the office hybrid arrangement, indicating that such

clarity enabled them to plan tasks in a structured manner and minimized miscommunication regarding attendance.

Regarding facilities and technological support, the majority of informants reported that the company had provided adequate resources to facilitate hybrid work, though not yet at an optimal level. Basic work equipment, digital applications, and internet access were considered sufficient to support job tasks. However, several respondents highlighted remaining limitations such as unstable internet connectivity and the need for improved technological infrastructure to enhance comfort and productivity during remote work. According to Rumahorbo (2025), “digital competence and the frequency of hybrid working significantly influence operational performance through stable infrastructure, although connectivity remains the primary bottleneck in Indonesia.” Several informants likewise highlighted limitations in network stability that require improvement to ensure a more seamless hybrid work experience (Ramlawaty, 2025).

Regarding communication, the informants generally agreed that interactions among colleagues remained effective through both face-to-face meetings and digital platforms. Online communication tools were viewed as beneficial for coordination; however, some respondents acknowledged that non-face-to-face communication could occasionally lead to information gaps that required additional clarification. Rumahorbo (2025) asserts that “effective digital coordination reduces equivocation; however, hybrid-specific protocols are required.” This aligns with Rumahorbo’s findings, which indicate that despite the role of online applications in facilitating coordination, non-face-to-face communication may still generate information gaps that necessitate further clarification.

Ryan et al. (2020), within the framework of Self-Determination Theory (SDT), state that “workplace location autonomy fulfills basic psychological needs,” leading to higher intrinsic motivation. Overall, the hybrid work system was assessed as reasonably effective, especially when supported by adequate technological infrastructure and stable internet access. The flexibility offered by this work model was perceived as positively contributing to employee comfort and productivity. Nevertheless, the effectiveness of hybrid work remains highly dependent on technology reliability and the consistent implementation of hybrid work policies within the organization.

The Impact of Hybrid Work Systems on Employee Performance

In the second phase of the study, the interviews examined how hybrid work systems influence the performance of Generation Z employees. Three primary indicators were explored: punctuality in completing tasks, the effect of hybrid work on productivity, and the achievement of work targets. The majority of informants reported that they were still able to complete their tasks on time despite working within a hybrid system. They explained that the presence of deadlines encouraged them to remain disciplined and avoid procrastination, even when working from home. However, their punctuality was generally categorized as “adequately on time” rather than highly optimal. This suggests that although hybrid work does not necessarily reduce timeliness, productivity at home may not always match the effectiveness of working in an office environment. Similarly, the findings of Choudhury et al. (2023) indicate that “geographical flexibility in hybrid work increases punctuality through schedule management autonomy,” although this level of punctuality is considered adequately achieved and suggests that productivity at home is not always as effective as in the office.

Most informants indicated that the hybrid work arrangement contributed positively to their productivity, primarily because it allowed them to regulate their work rhythm according to personal comfort and preferences. Nonetheless, one informant expressed a contrasting experience, stating that productivity declined when working from

home. This individual noted that the home environment caused a faster onset of boredom and reduced motivation, which in turn led to delays in completing tasks. This is consistent with Wang et al. (2023), who found that “hybrid work design is effective for productivity when aligned with personal rhythms, yet the home environment can introduce distractions,” reflecting the variation in individual responses among Generation Z.

This is aligned with Bloom et al. (2021), who identified that “hybrid work achieves targets through digital coordination,” yet weak infrastructure constrains performance optimization and underscores the need for robust technological support, as also reported by previous informants. Regarding the indicator of target achievement, the majority of informants conveyed that their work targets were still met even when they were not consistently working from the office. They explained that core responsibilities could be fulfilled effectively as long as clear coordination and adequate technological support were available. Nevertheless, several informants acknowledged that target achievement was not always optimal due to technical challenges such as unstable internet connections, limited work equipment, or home environments that were not conducive to focused work.

The Influence of Hybrid Work Systems on Work Motivation

In the motivation-related segment of the interviews, the discussion focused on understanding how the hybrid work system affects employee enthusiasm, achievement motivation, leadership support, and employee commitment to the organization. Most informants stated that the hybrid work arrangement increased their enthusiasm for carrying out their tasks. They explained that the flexibility to choose their work location and the autonomy to regulate their own work rhythm were the primary factors driving this heightened motivation. The informants perceived hybrid work as providing a sense of freedom, enabling them to complete their tasks in ways that best align with their personal preferences and comfort.

In accordance with their personal preferences and comfort, almost all informants reported that they remained motivated to excel even when working from home. They explained that the flexibility provided by the hybrid system enabled them to more easily adjust their working methods and schedules, allowing them to maintain the quality of their performance. This finding is consistent with the Self-Determination Theory (SDT), which emphasizes that autonomy is a primary source of intrinsic motivation; in the context of hybrid work, such autonomy emerges through the freedom to choose one’s work rhythm, thereby encouraging employees to stay achievement-oriented without direct supervision (Choudhury et al, 2023).

Regarding leadership support, the informants stated that their supervisors provided adequate assistance to help them stay motivated. This support included not only verbal encouragement but also tangible resources such as laptops, desktop computers, and internet quotas. Such forms of support were regarded as crucial because they directly facilitated the smooth execution of tasks, particularly in a hybrid work setting.

The Role of Technology as a Key Enabler of Hybrid Work

In the digital support segment, the in-depth interviews aimed to identify and understand the technological elements that facilitate and enhance the effectiveness of hybrid work systems. The findings indicate a high level of awareness and self-efficacy among Generation Z informants regarding their ability to use digital technologies for work-related tasks. A majority of the informants (seven out of eight) explicitly stated that they were confident in their digital skills. This is exemplified by a key statement: “I feel

capable of using digital technology to support my work because technology is the main key that enables hybrid work.”

This statement reinforces that the informants did not merely view technology as a supporting tool, but as a fundamental prerequisite that enables the hybrid work model to function. Furthermore, this is confirmed by the consensus among all informants that the hybrid work system would not be effective without adequate technological support, positioning digital infrastructure as a core element of system success Lauring et al. (2025).

Furthermore, seven informants reported that their organizations provided training or technical assistance, suggesting that many employers have taken proactive steps to facilitate employees’ digital adaptation. However, the statement from one informant who did not receive such support indicates that accessibility and distribution of technical assistance are not yet fully equitable. This gap could pose a potential risk in maintaining consistent digital competency across the workforce.

Informants also described leadership support for hybrid work as primarily concrete and material in nature, aimed at ensuring the operational smoothness of remote work. This support included the provision of essential digital infrastructure, such as hardware and internet connectivity. Although categorized as “adequate,” this type of support implies that supervisory assistance remains largely logistical and may not fully extend to more nuanced, non-material forms of appreciation or motivational reinforcement.

DISCUSSION

Based on the comprehensive interview results, the implementation of a hybrid work system was found to be effective in influencing the performance and motivation of Generation Z employees. These findings directly align with the Self-Determination Theory (SDT), in which the needs for autonomy, competence, and relatedness are fulfilled through the structure of hybrid work. As outlined in *“Evaluation of Self-Determination Theory and Its Use in Leadership, Instruction, and Coaching”* (2023), intrinsic motivation and optimal individual development depend on the fulfillment of three basic psychological requirements: autonomy, competence, and relatedness. In the context of this study, the hybrid work system provides Generation Z employees with greater autonomy, particularly through flexibility in managing their work time and location. This sense of autonomy is reflected in the high perception of flexibility, which contributes to intrinsic motivation and stable productivity.

The need for competence is supported through technological assistance and digital training provided by the organization. Although a minority reported limited access to support, most informants indicated they were able to use digital tools effectively and maintain work quality and performance targets. This demonstrates that employees feel competent in a distributed work environment, reinforced by the availability of technological resources. The need for relatedness is fulfilled through supportive leadership and sustained communication. Managerial support in the form of concrete facilities, such as laptops and internet allowances, is perceived as a tangible appreciation that fosters engagement and commitment. Communication conducted through face-to-face interactions and digital platforms was also viewed as effective in maintaining team coordination.

The study’s findings further show strong alignment with the Job Demands Resources (JD-R) model, which conceptualizes work experiences as the interaction between job demands and job resources. These results support the explanation provided by Granger et al. (2024), who define the JD-R Theory as a balance between job demands

requiring physical and psychological effort and job resources, which facilitate goal achievement and employee development. An imbalance between rising job demands and limited resources may lead to strain, whereas adequate resources paired with manageable demands promote engagement. This framework emphasizes that the effective management of demands and resources is crucial for enhancing employee well-being and performance, making it a strategic component of human resource management.

Data analysis indicates that Generation Z employees' experiences in a hybrid work setting align with the principles of the JD-R Theory. Job demands are primarily associated with communication challenges and internet connectivity disruptions, as reflected in interview responses indicating residual technical barriers. However, these demands do not significantly impede performance due to the presence of strong job resources. Key resources that support the effectiveness of hybrid work include adequate technological tools, clear organizational policies on hybrid arrangements, and supportive leadership that provides essential work equipment. These resources serve as buffers that mitigate the negative impact of job demands, allowing employees to maintain performance, punctuality, and target achievement.

Overall, the findings demonstrate that the effectiveness of hybrid work for Generation Z is largely determined by the balance between available job resources and job demands, as explained in the JD-R Model. Although certain challenges persist, such as communication gaps and technical constraints, job resources, such as technological support and supportive leadership, effectively mitigate these issues while sustaining motivation, engagement, and performance. The results also provide empirical support for Self-Determination Theory (SDT), showing that the hybrid system offers sufficient autonomy, strengthens intrinsic motivation, and enhances productivity. Thus, this study affirms that the hybrid work model fulfills the fundamental psychological needs of Generation Z employees while enriching the literature on work preferences among digital-native employees in an era of flexible work arrangements.

The primary theoretical contribution of this discussion is the reinforcement of the two major frameworks, the JD-R and SDT, and the empirical validation that the effectiveness of hybrid work is contingent upon the balance between job demands and job resources, as well as the fulfillment of autonomy, competence, and relatedness. Additionally, this study offers practical implications, indicating that organizations must ensure adequate technological support, effective communication patterns, and adaptive leadership to maximize the benefits of the hybrid work system.

CONCLUSIONS

This study concludes that the hybrid work system is effective in enhancing the performance and motivation of Generation Z through flexibility, technological support, and supportive leadership. Consistent with the Self-Determination Theory and the Job Demands Resources Model, a balance between employees' needs and available resources is the fundamental driver of productivity and well-being. Empirically, the success of the hybrid system is reinforced by organizational readiness to provide appropriate technologies, maintain effective communication, and offer adaptive training. Despite challenges such as remote coordination and sustaining long-term commitment, the hybrid system remains relevant, adaptive, and sustainable in fostering motivation, productivity, and organizational competitiveness in the digital era. Nevertheless, this study is limited by the use of a specific sample and research setting outside the industrial sector, thereby restricting the generalizability of the findings to other workplaces operating under different structural and managerial conditions. In addition, the reliance on self-reported

data introduces the possibility of subjective bias when assessing motivation and performance. Future research is encouraged to broaden the scope to diverse types of organizations, incorporate participants across different generational cohorts, and employ longitudinal or mixed-method approaches to provide a more comprehensive and empirically robust understanding of the effectiveness of hybrid work arrangements.

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