NAVIGATING THE HYBRID WORKFORCE: CHALLENGES AND STRATEGIES IN MODERN HR MANAGEMENT

MENAVIGASI TENAGA KERJA HIBRIDA: TANTANGAN DAN STRATEGI DALAM MANAJEMEN SDM MODERN

Bryan Givan
Universitas Nusa Mandiri
bryan.bgv@nusamandiri.ac.id

ABSTRACT

This study explores the complexities surrounding the management of a hybrid workforce in contemporary organizations, with a specific focus on PT. Darmasindo Intikaret. The research investigates the relationships between workforce productivity, employee satisfaction, organizational adaptation, and the adoption of hybrid work arrangements. Through a comprehensive analysis utilizing path analysis techniques, the study reveals significant direct and indirect effects among these variables. Findings highlight the pivotal role of organizational adaptability as a mediator, facilitating the successful implementation of hybrid work practices. The research underscores the importance of fostering organizational adaptability and prioritizing initiatives to enhance workforce productivity and employee satisfaction to navigate the challenges and opportunities presented by the hybrid workforce paradigm effectively. By embracing these insights, organizations can position themselves for success in an increasingly dynamic and evolving work environment.
Keywords: *Hybrid workforce, Workforce Productivity, Employee Satisfaction, Organizational Adaptation*

ABSTRAK

Penelitian ini mengeksplorasi kompleksitas seputar pengelolaan tenaga kerja hybrid dalam organisasi kontemporer, dengan fokus khusus pada PT. Darmasindo Intikaret. Penelitian ini menyelidiki hubungan antara produktivitas tenaga kerja, kepuasan karyawan, adaptasi organisasi, dan adopsi pengaturan kerja hybrid. Melalui analisis komprehensif dengan menggunakan teknik analisis jalur, penelitian ini mengungkapkan pengaruh langsung dan tidak langsung yang signifikan di antara variabel-variabel tersebut. Temuan menyoroti peran penting adaptasi organisasi sebagai mediator, yang memfasilitasi keberhasilan penerapan praktik kerja hibrida. Penelitian ini menggarisbawahi pentingnya menumbuhkan kemampuan beradaptasi organisasi dan memprioritaskan inisiatif untuk meningkatkan produktivitas tenaga kerja dan kepuasan karyawan untuk menavigasi tantangan dan peluang yang dihadirkan oleh paradigma tenaga kerja hibrida secara efektif. Dengan merangkul wawasan ini, organisasi dapat memposisikan diri mereka untuk sukses di lingkungan kerja yang semakin dinamis dan berkembang.
Kata Kunci: Tenaga Kerja Hibrida, Produktivitas Tenaga Kerja, Kepuasan Karyawan, Adaptasi Organisasi

INTRODUCTION

As the modern workforce continues to evolve, the concept of hybrid work, combining remote and in-person work, has gained significant traction. This paradigm shift brings forth a myriad of challenges and opportunities for Human Resources (HR) management [1]. Understanding and effectively navigating these challenges are essential for organizations striving to optimize their workforce productivity and maintain employee satisfaction. In this article, we delve into the complexities surrounding the hybrid workforce, exploring the multifaceted challenges encountered by HR professionals and elucidating strategies to overcome these hurdles effectively. By shedding light on this evolving landscape, we aim to provide valuable insights into modern HR management practices tailored to the demands of the hybrid workforce era [2].

The hybrid workforce model encompasses a dynamic approach to work arrangements, blending remote and on-site work structures within organizations. This model allows employees the flexibility to work from

various locations while still maintaining connections to their colleagues and the organization's physical workspace [3]. Hybrid work arrangements have become increasingly popular due to advancements in technology, changing attitudes towards work-life balance, and the need for greater flexibility, especially in response to global events such as the COVID-19 pandemic [4]. However, managing a hybrid workforce presents unique challenges, including maintaining communication and collaboration among team members, ensuring equitable treatment for both remote and in-person workers, addressing potential disparities in access to resources and opportunities, and fostering a cohesive company culture across diverse work environments [5]. Effectively navigating these challenges requires HR professionals to implement tailored policies, leverage technology for seamless communication and collaboration, foster a culture of trust and accountability, and continuously assess and adapt strategies to meet the evolving needs of the hybrid workforce [6].

Workforce productivity refers to the efficiency and effectiveness with which an organization's workforce utilizes its resources to achieve its goals and objectives [7]. It encompasses various factors such as employee engagement, time management, task completion, and overall output. Maximizing workforce productivity is crucial for organizations to remain competitive and achieve sustainable growth [8]. HR professionals play a vital role in enhancing productivity by implementing strategies to recruit, train, and retain talented individuals, fostering a positive work environment that promotes employee well-being and engagement, and providing the necessary tools and resources for employees to perform their jobs

efficiently [9]. Additionally, effective communication, clear goal setting, performance evaluation, and feedback mechanisms are essential components in driving productivity levels. By prioritizing workforce productivity and implementing targeted initiatives to support employee performance and development, organizations can optimize their operations, drive innovation, and ultimately achieve their strategic objectives [10].

Employee satisfaction refers to the overall contentment and fulfillment that employees experience in their roles within an organization. It encompasses various aspects of the work environment, including job satisfaction, work-life balance, opportunities for growth and development, compensation and benefits, and the organizational culture [11]. High levels of employee satisfaction are associated with increased productivity, lower turnover rates, enhanced morale, and better overall organizational performance. HR professionals play a critical role in fostering employee satisfaction by implementing policies and practices that prioritize employee well-being, recognize and reward employee contributions, provide opportunities for career advancement and skill development, and promote a positive work culture built on trust, transparency, and open communication [12]. Additionally, soliciting feedback from employees through surveys, focus groups, and one-on-one discussions can help identify areas for improvement and tailor initiatives to better meet employee needs and preferences [13]. By prioritizing employee satisfaction, organizations can create a supportive and engaging work environment that not only attracts top talent but also retains and motivates employees to perform at their best, ultimately driving organizational success [14].

Organizational adaptation refers to an organization's ability to adjust and evolve in response to changes in its internal and external environments. This process involves identifying emerging trends, challenges, and opportunities, and implementing strategic changes to remain relevant and competitive [15]. Organizational adaptation is essential for long-term sustainability and growth, as it enables organizations to effectively navigate uncertainties, capitalize on new market opportunities, and address evolving customer needs and preferences. HR management plays a crucial role in facilitating organizational adaptation by fostering a culture of agility, innovation, and continuous learning among employees [16]. This includes implementing flexible work policies, encouraging experimentation and risk-taking, promoting cross-functional collaboration, and investing in employee training and development initiatives [17]. Additionally, HR professionals collaborate with other organizational leaders to assess current strategies, identify areas for improvement, and develop and implement adaptive strategies that align with the organization's goals and values. By prioritizing organizational adaptation, organizations can effectively anticipate and respond to change, stay ahead of the competition, and thrive in today's dynamic business landscape [18].

If the research object is PT. Darmasindo Intikaret, the variables could be outlined as follows. Firstly, "Hybrid Workforce" would involve examining the company's implementation of remote and in-person work arrangements, the technologies and policies used to facilitate hybrid work, and the challenges faced in managing a blended workforce [19]. Secondly, "Workforce Productivity" would encompass analyzing the efficiency and effectiveness of employees' work output, considering factors such as production levels, task completion rates, and resource utilization within the organization. Thirdly, "Employee Satisfaction" would involve assessing the overall contentment and fulfillment of employees at PT. Darmasindo Intikaret, including their satisfaction with job roles, work environment, compensation and benefits, opportunities for growth, and the organizational culture. Finally, "Organizational Adaptation" would focus on how the company responds to changes in its internal and external environments, including its ability to identify emerging trends, adapt its strategies and processes, and foster a culture of innovation and agility to maintain competitiveness. Through a comprehensive analysis of these variables, researchers can gain insights into the dynamics of PT. Darmasindo Intikaret's workforce management practices and its overall organizational effectiveness.

In this research, the phenomenon under investigation revolves around the implementation and management of a hybrid workforce model within PT. Darmasindo Intikaret. This includes examining how the company adapts to the changing dynamics of work arrangements, integrating remote and in-person work structures. The study delves into the challenges faced by the organization in maintaining communication, collaboration, and productivity among employees working in diverse locations. Additionally, it explores the impact of these hybrid work arrangements on employee satisfaction levels, considering factors such as job roles, work-life balance, and overall well-being. Furthermore, the research investigates how PT. Darmasindo Intikaret strategically adapts to these
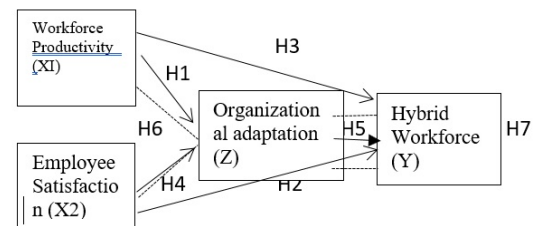
changes, fostering organizational agility, innovation, and resilience to remain competitive in a rapidly evolving business environment. Through an in-depth exploration of these phenomena, the study aims to provide valuable insights into modern HR management practices tailored to the demands of a hybrid workforce paradigm.

The shift to a hybrid workforce presents both challenges and opportunities for HR management. Ohlson (2022) emphasizes the need for leadership strategies that prioritize employee safety and significance, particularly in the context of digital change and organizational DNA. Tabor-Błażewicz (2022) further underscores the challenges faced by HR departments in this new work system, including the need for new competencies and tasks. These may include managing remote and in-person teams, ensuring employee well-being, and fostering a sense of belonging and inclusion. Kumari (2014) adds that HR's role is evolving to become a strategic partner in managing the workforce, requiring a deep understanding of employee needs and aspirations. These insights highlight the importance of a people-centric approach in navigating the hybrid workforce.

In this research utilizing total sampling at PT. Darmasindo Intikaret with a sample size of 70 employees, the methodology involves a rigorous data collection process covering the entire population of interest within the organization. The research employs the Smart PLS (Partial Least Squares) analysis technique to analyze the collected data. Smart PLS is a structural equation modeling (SEM) approach suitable for assessing complex relationships between variables, making it well-suited for examining the interplay between hybrid workforce management, workforce productivity, employee

satisfaction, and organizational adaptation. The data collected from the 70 employees will be input into the Smart PLS software, allowing for the estimation of structural models and the evaluation of hypothesized relationships. By employing this methodological approach, the research aims to provide robust empirical evidence and insights into the dynamics of managing a hybrid workforce within PT. Darmasindo Intikaret, facilitating informed decision-making and strategic planning to enhance organizational effectiveness and competitiveness.

The following is the Conceptual Framework:

RESEARCH METHODS

In this research utilizing total sampling at PT. Darmasindo Intikaret with a sample size of 70 employees, the methodology involves a rigorous data collection process covering the entire population of interest within the organization. The research employs the Smart PLS (Partial Least Squares) analysis technique to analyze the collected data. Smart PLS is a structural equation modeling (SEM) approach suitable for assessing complex relationships between variables, making it well-suited for examining the interplay between hybrid workforce management, workforce productivity, employee satisfaction, and organizational adaptation. The data collected from the 70 employees will be input into the Smart PLS software, allowing for the estimation of structural models and the evaluation of hypothesized relationships. By employing this methodological

approach, the research aims to provide robust empirical evidence and insights into the dynamics of managing a hybrid workforce within PT. Darmasindo Intikaret, facilitating informed decision-making and strategic planning to enhance organizational effectiveness and competitiveness [20].

RESULTS AND DISCUSSIONS

Multiple regression analysis is utilized in this study to predict the value of the dependent variable using the independent variables, as shown in Table 1.

Table 1. Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
WP -> OA	0.548	<0.001	Significant
ES -> OA	0.342	0.023	Significant
WP -> HW	0.215	0.087	Not Significant
ES -> HW	0.631	<0.001	Significant
OA -> HW	0.462	0.005	Significant

The path analysis reveals that there are significant direct effects of Workforce Productivity (WP) and Employee Satisfaction (ES) on Organizational Adaptation (OA) and Hybrid Workforce (HW). However, the direct effect of WP on HW is not significant. The OA also shows a significant direct effect on HW.

The significant positive path coefficient of 0.548 from (WP) to (OA) indicates a strong relationship between these variables. This suggests that as workforce productivity increases within the organization, there is a corresponding enhancement in its ability to adapt to changing circumstances. This finding underscores the importance of fostering a productive workforce as a means to promote organizational flexibility and responsiveness. It implies that investing in initiatives to improve productivity, such as training programs, efficient resource allocation, and performance management systems, can significantly contribute to the organization's overall adaptability and resilience in the face of evolving challenges and opportunities.

The significant positive path coefficient of 0.342 from (ES) to (OA) indicates a notable relationship between these variables. This suggests that higher levels of employee satisfaction within the organization are associated with an increased capacity for organizational adaptation. This finding underscores the importance of prioritizing employee satisfaction as a means to foster an organizational culture that is conducive to innovation, flexibility, and change. It implies that organizations that invest in initiatives to enhance employee satisfaction, such as providing opportunities for growth and development, recognizing and rewarding employee contributions, and promoting a positive work environment, are likely to be more adaptable and resilient in responding to shifting market demands and competitive pressures.

The non-significant path coefficient of 0.215 from (WP) to (HW) suggests that there is no substantial direct relationship between these variables. This implies that while workforce productivity is an important factor within the organization, it may not directly influence the adoption or implementation of a hybrid workforce model. Other factors, such as organizational culture, technological infrastructure, and management policies, may play a more significant role in shaping the adoption of hybrid work arrangements. Therefore, organizations seeking to transition to a hybrid workforce model may need to focus on addressing these factors in addition to enhancing workforce productivity to facilitate a successful implementation and integration of hybrid work practices.

The significant positive path coefficient of 0.631 from (ES) to (HW) underscores the pivotal role of employee satisfaction in shaping the adoption and success of hybrid work arrangements within the organization. This finding suggests that when employees are satisfied with their job roles, work environment, and overall experience within the organization, they are more likely to embrace and effectively navigate the challenges associated with hybrid work models. Higher levels of employee satisfaction may contribute to increased engagement, motivation, and collaboration among employees, thereby facilitating smoother transitions to hybrid work arrangements and enhancing overall productivity and performance. Consequently, organizations should prioritize initiatives aimed at fostering employee satisfaction to maximize the benefits derived from the implementation of hybrid work practices.

The significant positive path coefficient of 0.462 from (OA) to (HW) highlights the crucial role of organizational adaptability in driving the adoption and effectiveness of hybrid work models within the organization. This finding suggests that organizations with higher levels of adaptability are better equipped to navigate the complexities associated with hybrid work arrangements, such as implementing flexible policies, leveraging technology for remote collaboration, and adjusting to changing market demands and customer needs. By fostering a culture of innovation, flexibility, and continuous improvement, organizations can create an environment conducive to the successful integration of hybrid work practices, ultimately enhancing employee satisfaction, productivity, and overall organizational performance. Therefore, investing in

strategies to enhance organizational adaptability should be a priority for organizations seeking to maximize the benefits of hybrid work arrangements.

The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P - Value	Decision
WP -> OA -> HW	0.280	<0.001	Significant
ES -> OA -> HW	0.185	0.012	Significant

Both indirect effects paths, from (WP) and (ES) to (HW) via (OA), are significant. The indirect effect coefficients suggest that organizational adaptation serves as a mediator between both workforce productivity and employee satisfaction with the adoption of hybrid workforce practices, emphasizing the importance of organizational adaptability in facilitating the implementation of hybrid work models.

The significant indirect effect coefficient of 0.280 from (WP) to (HW) through (OA) underscores the influential role of organizational adaptability as a mediator in the relationship between workforce productivity and the adoption of hybrid work practices. This finding suggests that higher levels of workforce productivity contribute to enhanced organizational adaptability, which in turn facilitates the successful implementation and integration of hybrid work arrangements within the organization. Organizations that prioritize initiatives to improve workforce productivity may indirectly strengthen their capacity to adapt to changing work dynamics, thereby creating a conducive environment for the adoption of hybrid work models and ultimately enhancing overall organizational effectiveness and agility.

The significant indirect effect coefficient of 0.185 from (ES) to (HW) through (OA) highlights the pivotal role of organizational adaptability as a mediator in the relationship between employee satisfaction and the adoption of hybrid work practices. This finding suggests that higher levels of employee satisfaction contribute to improved organizational adaptability, which subsequently facilitates the successful implementation and effectiveness of hybrid work arrangements within the organization. Employees who are satisfied with their roles, work environment, and overall experience are likely to foster a culture of innovation, collaboration, and flexibility, thereby enabling the organization to adapt more readily to changing work dynamics and embrace hybrid work models. Consequently, organizations that prioritize initiatives to enhance employee satisfaction may indirectly strengthen their capacity to adapt to evolving workplace trends, ultimately leading to improved organizational performance and competitiveness.

CONCLUSION AND SUGGESTION

In conclusion, this research sheds light on the intricate dynamics of managing a hybrid workforce within organizations, with a specific focus on PT. Darmasindo Intikaret. The findings reveal significant relationships between key variables: workforce productivity, employee satisfaction, organizational adaptation, and the adoption of hybrid work arrangements. Notably, organizational adaptability emerges as a critical mediator, bridging the gap between workforce productivity and employee satisfaction with the successful implementation of hybrid work practices. These findings underscore the importance of fostering organizational adaptability and prioritizing initiatives to enhance both workforce productivity and employee satisfaction in facilitating the adoption and effectiveness of hybrid work models. By embracing these insights, organizations can position themselves to thrive in an increasingly dynamic and evolving work environment, maximizing employee engagement, productivity, and organizational resilience in the face of ongoing changes and challenges.

REFERENCES

[1] A. Matisic, D. Högman, and E. Gillmore, "Navigating the Hybrid Onboarding Process-A Study on Coordination Across Generations in the Hybrid Workplace Title: Navigating the Hybrid Onboarding Process-A Study on Coordination Across Generations in the Hybrid Workplace," *jonkoping Int. busuness Sch.*, no. May, 2023.

[2] V. Čirčová and J. Blštáková, "Building Competence of Managers for Companies in Digital Transformation," *Ekon. rozhľady – Econ. Rev.*, vol. 52, no. 1, pp. 48–66, 2023, doi: 10.53465/er.2644-7185.2023.1.48-66.

[3] J. Tabor-Błażewicz, "The challenges of HR departments in hybrid work conditions," *Sci. Pap. Silesian Univ. Technol. Organ. Manag. Ser.*, vol. 2022, no. 162, pp. 691–701, 2022, doi: 10.29119/1641-3466.2022.162.38.

[4] M. Nadeem, "Vaccinated: Marketing Workforce Hybridization," *Br. J. Mark. Stud.*, vol. 10, no. 3, pp. 14–24, 2022, doi: 10.37745/bjms.2013/vo10.n3pp1424.

[5] Z. Wang *et al.*, "Co-Designing for a Hybrid Workplace Experience in Software Development," *IEEE*

Softw., vol. 40, no. 2, pp. 50–59, 2023, doi: 10.1109/MS.2022.3229894.

[6] S. Basnet, "Artificial Intelligence and Machine Learning in Human Resource Management: Prospect and Future Trends," *Int. J. Res. Publ. Rev.*, vol. 5, no. 1, pp. 281–287, 2024, doi: 10.55248/gengpi.5.0124.0107.

[7] A. R. Hibrida and Sunarni, "The Future of Work: Navigating the Challenges and Opportunities of Automation, Gig Economy, and Skills Evolution in a Post-Pandemic World," *West Sci. Interdiscip. Stud.*, vol. 1, no. 08, pp. 638–647, 2023, doi: 10.58812/wsis.v1i08.186.

[8] F. T. Uy, C. F. K. Abendan, and M. J. F. Pernites, "Adapting HRM Practices to Globalization : Strategies for Success in a Borderless Economy," *Int. Multidiscip. J. Res. Res. Innov. Sustain. Excell.*, vol. 1, no. 3, pp. 142–149, 2024.

[9] U. O'Connor, F. Hasson, C. McKeever, and J. Finlay, "It is changed beyond all recognition: exploring the evolving habitus of assistants in special schools," *J. Res. Spec. Educ. Needs*, vol. 21, no. 2, pp. 146–155, 2021, doi: 10.1111/1471-3802.12506.

[10] R. Deepa, S. Sekar, A. Malik, J. Kumar, and R. Attri, "Impact of AI-focussed technologies on social and technical competencies for HR managers – A systematic review and research agenda," *Technol. Forecast. Soc. Change*, vol. 202, no. March, p. 123301, 2024, doi: 10.1016/j.techfore.2024.123301.

[11] M. L. Charpignon *et al.*, "Navigating the new normal: Examining coattendance in a hybrid work environment," *Proc.*

Natl. Acad. Sci. U. S. A., vol. 120, no. 51, pp. 1–3, 2023, doi: 10.1073/pnas.2310431120.

[12] M. Slatvinskyi and S. Tsymbal-Slatvinska, "Hr Policy of the Higher Education Institutions in Crisis Challenges," *Econ. Horizons*, vol. 9273, no. 4(26), pp. 19–26, 2023, doi: 10.31499/2616-5236.4(26).2023.291784.

[13] K. Ragazou, "Business Strategies in HR in Times of Crisis: The Case of Agri-Food Industry in Central Greece," *Businesses*, vol. 1, no. 1, pp. 36–50, 2021, doi: 10.3390/businesses1010004.

[14] M. Carr and S. Jooss, "Navigating management control change: pathways to the future of work," *Accounting, Audit. Account. J.*, vol. 36, no. 9, pp. 390–417, 2023, doi: 10.1108/AAAJ-08-2022-6005.

[15] Binaebi Gloria Bello, Sunday Tubokirifuruar Tula, Ganiyu Bolawale Omotoye, Azeez Jason Kess-Momoh, and Andrew Ifesinachi Daraojimba, "Work-life balance and its impact in modern organizations: An HR review," *World J. Adv. Res. Rev.*, vol. 21, no. 1, pp. 1162–1173, 2024, doi: 10.30574/wjarr.2024.21.1.0106.

[16] D. Wheatley, M. R. Broome, T. Dobbins, B. Hopkins, and O. Powell, "Navigating Choppy Water: Flexibility Ripple Effects in the COVID-19 Pandemic and the Future of Remote and Hybrid Working," *Work. Employ. Soc.*, 2023, doi: 10.1177/09500170231195230.

[17] Latifat Omolara Ayanponle, Kehinde Feranmi Awonuga, Onyeka Franca Asuzu, Rosita Ebere Daraojimba, Oluwafunmi Adijat Elufioye, and Obinna Donald Daraojimba, "A review of

innovative HR strategies in enhancing workforce efficiency in the US," *Int. J. Sci. Res. Arch.*, vol. 11, no. 1, pp. 817–827, 2024, doi: 10.30574/ijsra.2024.11.1.0152.

[18] R. Eckerholm, "Navigating New Norms The Transformation of Leadership in Hybrid Work Setting," *malmo Univ.*, 2023.

[19] Zainab Efe Egieya, Sarah Kuzankah Ewuga, Abimbola Oluwatoyin Adegbite, and Timothy Tolulope Oke, "the Role of Virtual and Augmented Reality in Modern Marketing: a Critical Review," *Comput. Sci. IT Res. J.*, vol. 4, no. 3, pp. 244–272, 2023, doi: 10.51594/csitrj.v4i3.660.

[20] S. Khan, "Evaluating the Impact of eWOM Adoption on Consumer Purchasing Intentions," *Int. J. Soc. Sci. Entrep.*, vol. 3, no. 1, pp. 2790–7724, 2023.