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Hybrid Working, Organizational Support, And Employee Performance: The Mediating Role Of Employee Engagement

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Abstract

The implementation of hybrid working systems has significantly changed organizational work patterns and employee experiences in modern workplaces. Flexible working arrangements provide efficiency and adaptability, yet they also create challenges related to communication quality, work coordination, and employee attachment toward organizations. This study aims to examine the influence of hybrid working and organizational support on employee performance through employee engagement. A quantitative approach was applied using a survey method involving 182 employees working in educational institutions, cooperatives, MSMEs, and service sectors. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that hybrid working and organizational support positively affect employee engagement and employee performance. Employee engagement also significantly influences employee performance and mediates the relationships between hybrid working, organizational support, and employee performance. Supportive organizational systems, flexible working arrangements, and effective communication strengthen employee enthusiasm, emotional attachment, and work productivity. The findings extend Job Demands–Resources Theory by emphasizing the role of organizational resources in maintaining employee engagement and performance in hybrid working systems. Practical implications highlight the importance of strengthening organizational support, communication systems, and engagement strategies to maintain employee performance in flexible working environments.

Keywords: Hybrid Working; Organizational Support; Employee Engagement; Employee Performance

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INTRODUCTION

Work flexibility has become one of the most important organizational transformation issues in modern employment systems. Government institutions and organizations in many countries increasingly implement Work From Anywhere (WFA), hybrid working, and flexible working arrangements to improve organizational adaptability, employee efficiency, and digital collaboration effectiveness (Ipsen et al., 2021; Kniffin et al., 2020). Advances in digital communication systems, cloud collaboration, and mobile working technology have accelerated organizational transitions toward more flexible work structures across educational institutions, MSMEs, cooperatives, and service sectors.

Hybrid working has emerged as a dominant organizational strategy because employees increasingly expect flexibility, autonomy, and work-life balance in modern work environments (Sari & Wening, 2025; Zuhaena & Sumatri, 2022). Flexible work arrangements allow employees to combine remote and on-site work activities while maintaining productivity and organizational coordination. Several studies reported that hybrid working systems improve employee autonomy, work efficiency, and flexibility when supported by effective organizational systems (Choudhury et al., 2020; Kumar et al., 2025).

Despite these advantages, hybrid working also creates organizational challenges related to communication effectiveness, employee attachment, work coordination, and performance consistency. Employees working in flexible arrangements frequently experience communication ambiguity, reduced social interaction, digital fatigue, and declining emotional attachment toward organizations (Bagis et al., 2026; Ipsen et al., 2021). Employees who receive limited organizational support in hybrid working systems are more likely to experience lower motivation and inconsistent performance.

The implementation of WFA and hybrid working systems in Indonesia has increasingly expanded beyond large corporations and government institutions into educational institutions, cooperatives, MSMEs, and local service sectors. However, many organizations still encounter difficulties in maintaining employee engagement and performance under flexible work systems. Employees working in hybrid arrangements often experience lower coordination quality, reduced collaboration intensity, and weaker emotional involvement toward organizations.

Employee performance remains one of the most critical indicators of organizational sustainability because organizational effectiveness depends on employee productivity, work quality, adaptability, and task completion effectiveness (Bagis & Adawiyah, 2022; Pradhan & Jena, 2017; Wahyutomo et al., 2025). Employees demonstrating stronger

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performance contribute positively to organizational competitiveness, service quality, and operational achievement.

Organizational support also becomes increasingly important in flexible working systems. Organizational support reflects employees' perceptions regarding organizational concern, communication quality, appreciation, and support toward employee well-being and work activities (Caesens & Stinglhamber, 2023; Surveyandini et al., 2022). Employees perceiving supportive organizational systems tend to demonstrate stronger commitment, positive work attitudes, and greater emotional attachment toward organizations.

Employee engagement has also become an important psychological issue in hybrid working systems. Employee engagement reflects employees' enthusiasm, dedication, emotional attachment, and active involvement toward work activities (Siddika, 2025; Taranekar, 2025; Yamin & Pusparini, 2022). Employees experiencing stronger engagement are more likely to maintain productivity and positive work attitudes despite communication barriers and flexible work arrangements.

Several recent studies investigated hybrid working, organizational support, engagement, and employee performance separately. Sari & Wening (2025) emphasized the importance of flexibility and digital collaboration in hybrid working systems, while Kumar et al. (2025) discussed employee adaptation and psychological challenges in flexible work arrangements. Other studies conducted by Ipsen et al. (2021) and Kumar et al. (2025) focused on communication effectiveness and work flexibility. Nevertheless, most previous studies predominantly examined multinational corporations, technology companies, and public institutions.

Empirical studies integrating hybrid working and organizational support in explaining employee performance through employee engagement among employees working in educational institutions, cooperatives, MSMEs, and local service sectors remain limited. Existing studies also largely focus on technological adaptation, remote work effectiveness, or work flexibility without emphasizing psychological engagement mechanisms underlying employee performance.

Job Demands–Resources Theory explains that organizational resources such as flexibility, communication support, and organizational assistance strengthen employee motivation, engagement, and performance (Bagis, 2022; Bakker et al., 2014; Khaerana Pangesti et al., 2025). This theory becomes highly relevant because hybrid working systems require stronger organizational resources to maintain employee productivity and psychological attachment.

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This study contributes theoretically by extending Job Demands–Resources Theory through the integration of hybrid working, organizational support, employee engagement, and employee performance in flexible working systems. Novelty emerges because this study specifically focuses on employees working in educational institutions, cooperatives, MSMEs, and local service sectors that remain relatively underexplored in hybrid working literature. Practical contribution also emerges through recommendations for organizations in developing adaptive hybrid working systems and strengthening organizational support to maintain employee engagement and performance. Based on these arguments, this study aims to analyze the influence of hybrid working and organizational support on employee performance through employee engagement.

LITERATURE REVIEW

Job Demands–Resources Theory

Job Demands–Resources Theory explains that employee attitudes, motivation, and work outcomes are influenced by the balance between job demands and organizational resources (Bakker et al., 2014, 2026; Mazzetti et al., 2023). Job demands include workload, communication pressure, role complexity, digital coordination demands, and psychological strain that potentially reduce employee well-being and productivity. Organizational resources include flexibility, communication quality, technological systems, organizational assistance, and supportive work policies that help employees perform work effectively.

Recent studies explained that organizational resources strengthen employee motivation, engagement, adaptability, and performance in flexible work environments (Bakker et al., 2026; Mandalahi et al., 2024). Employees perceiving strong organizational resources tend to demonstrate stronger enthusiasm, emotional attachment, and positive work attitudes. Organizational resources also reduce work stress and psychological exhaustion in hybrid working systems.

The theory becomes increasingly relevant because Work From Anywhere (WFA) and hybrid working systems require stronger organizational resources to maintain employee productivity, communication quality, and psychological attachment. Employees working in flexible systems are more likely to maintain stronger engagement and performance when organizations provide adequate support, communication systems, and work flexibility.

This study applies Job Demands–Resources Theory as the primary theoretical foundation because the theory comprehensively explains how hybrid working and

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organizational support function as organizational resources that strengthen employee engagement and employee performance in flexible working environments.

HYPOTHESIS DEVELOPMENT

Hybrid Working and Employee Engagement

Hybrid working refers to flexible work arrangements combining remote and on-site work activities through technology-based coordination systems (Sari & Wening, 2025). Flexible working systems provide autonomy, work flexibility, and communication efficiency that potentially strengthen employee comfort and emotional attachment toward organizations.

Job Demands–Resources Theory explains that flexibility and adaptive organizational systems function as important organizational resources increasing employee motivation and engagement (Bakker & de Vries, 2021). Employees experiencing balanced work systems and communication flexibility are more likely to demonstrate stronger enthusiasm and work involvement.

Several recent studies found that hybrid working positively affects employee engagement. Research conducted by Kumar et al. (2025), Ipsen et al. (2021), Bagis et al. (2024), and Allen et al. (2025) confirmed that flexible work systems strengthen employee involvement, autonomy, and positive work experiences.

Unlike previous studies focusing on multinational corporations and technology companies, this study specifically examines employees working in educational institutions, cooperatives, MSMEs, and local service sectors implementing WFA and hybrid working systems. This focus strengthens the empirical relevance of hybrid working literature in developing organizational environments.

Based on these explanations, the hypothesis proposed is:

H1: Hybrid working positively affects employee engagement.

Organizational Support and Employee Engagement

Organizational support reflects employees' perceptions regarding organizational concern, appreciation, communication quality, and support toward employee well-being and work activities (Caesens & Stinglhamber, 2023). Employees perceiving strong organizational support tend to feel valued and psychologically connected to organizations.

Job Demands–Resources Theory explains that organizational support functions as an important resource strengthening employee motivation and emotional attachment

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(Bakker & de Vries, 2021). Employees receiving communication support, flexibility, technological assistance, and organizational appreciation are more likely to maintain active work involvement.

Several recent studies support this relationship. Research conducted by Wahyutomo et al. (2025), Yamin & Pusparini, (2022), Demerouti, (2025), and Hakim et al. (2025) found that organizational support positively influences employee engagement in flexible working environments.

Novelty also emerges because this study integrates organizational support and hybrid working simultaneously in explaining employee engagement among employees working in local organizational sectors that remain underexplored in flexible working literature.

Referring to these arguments, the following hypothesis is developed:

H2: Organizational support positively affects employee engagement.

Employee Engagement and Employee Performance

Employee engagement describes employees' enthusiasm, dedication, and emotional attachment toward work activities Chen et al. (2022). Employees demonstrating stronger engagement tend to show higher productivity, stronger commitment, and better work quality.

Job Demands–Resources Theory explains that engaged employees are more motivated to complete work effectively because organizational resources strengthen positive psychological conditions and work involvement (Bakker & de Vries, 2021). Employees experiencing stronger emotional attachment are more likely to maintain high performance despite flexible work systems.

Several recent empirical studies support this relationship. Research by Alshaabani et al. (2022), Mandalahi et al. (2024), Hakim et al. (2025), and vBonaiuto et al. (2022) demonstrated that employee engagement positively affects employee performance.

This study contributes by emphasizing engagement as an important psychological mechanism maintaining employee productivity in hybrid working systems where employees experience communication flexibility and reduced physical interaction.

Accordingly, the following hypothesis is formulated:

H3: Employee engagement positively affects employee performance.

Hybrid Working and Employee Performance

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Hybrid working systems provide flexibility, autonomy, and work efficiency that potentially improve employee productivity and effectiveness Siddika (2025). Employees working in flexible systems are more likely to manage work schedules efficiently and maintain work-life balance.

Job Demands–Resources Theory explains that flexibility and supportive work systems function as organizational resources improving employee outcomes including performance (Bakker & Demerouti, 2023). Employees experiencing effective hybrid systems tend to demonstrate stronger productivity and work quality.

Several recent studies conducted by Ipsen et al. (2021), Bagis et al. (2024), Siddika (2025), and Kumar et al. (2025) reported that flexible working systems positively affect employee productivity and performance.

Previous studies generally emphasized remote working effectiveness and technological adaptation, whereas this study specifically explains employee performance in WFA and hybrid systems through organizational and psychological mechanisms.

Thus, the hypothesis proposed is:

H4: Hybrid working positively affects employee performance.

Organizational Support and Employee Performance

Organizational support strengthens employee trust, motivation, and emotional attachment toward organizations (Caesens & Stinglhamber, 2023). Employees perceiving strong organizational support tend to demonstrate greater responsibility and stronger work commitment.

Job Demands–Resources Theory explains that organizational resources strengthen positive employee outcomes including performance and productivity (Bakker & de Vries, 2021). Employees receiving support, appreciation, and communication assistance are more likely to maintain strong work effectiveness.

Several recent studies conducted by Wahyutomo et al. (2025), Chen et al. (2022), and Hakim et al. (2025) found that organizational support positively affects employee performance.

This study extends previous findings by examining organizational support in hybrid working systems implemented in educational institutions, cooperatives, MSMEs, and local service sectors.

Following these explanations, the hypothesis developed is:

H5: Organizational support positively affects employee performance.

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Employee Engagement as a Mediating Variable

Employee engagement functions as a psychological mechanism linking organizational resources and employee outcomes. Employees experiencing flexible work systems and supportive organizational conditions are more likely to demonstrate stronger emotional attachment and enthusiasm toward work activities.

Job Demands–Resources Theory explains that organizational resources strengthen employee engagement, which subsequently improves employee performance (Bakker & Demerouti, 2023).

Several recent studies conducted by Mandalahi et al. (2024), Liu et al. (2023), and Wahyutomo et al. (2025) confirmed the mediating role of employee engagement in explaining organizational influences on employee outcomes.

The mediation mechanism becomes increasingly relevant because employees working in WFA and hybrid systems require stronger psychological attachment and organizational support to maintain productivity and positive work outcomes.

Therefore, the following hypotheses are proposed:

H6: Employee engagement mediates the relationship between hybrid working and employee performance.

H7: Employee engagement mediates the relationship between organizational support and employee performance.

RESEARCH METHOD

This study applies a quantitative approach using a cross-sectional survey design to examine the relationships among hybrid working, organizational support, employee engagement, and employee performance. The research focuses on employees working in educational institutions, cooperatives, MSMEs, and service sectors that actively implement flexible working systems and digital communication activities.

The population consists of employees working in hybrid working systems for at least six months. Purposive sampling technique is employed to select respondents based on several criteria, namely employees actively involved in hybrid working arrangements, employees utilizing digital communication systems, and employees with at least six months of working experience. The study targets approximately 180 respondents because the sample size is considered adequate for Partial Least Squares Structural Equation Modeling analysis (Hair et al., 2021).

Data are collected through online questionnaires distributed using Google Forms. Measurement indicators are adapted from previous validated studies and adjusted

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according to the research objectives. Hybrid working indicators are adapted from Wang et al. (2021), organizational support indicators are adapted from Eisenberger et al. (1986), employee engagement indicators are adapted from Siddika (2025), and employee performance indicators are adapted from Koopmans et al. (2014). All indicators are measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Data analysis uses Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software. The analysis stages include convergent validity, discriminant validity, composite reliability, collinearity testing, coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing using bootstrapping procedures to examine direct and indirect relationships among variables.

RESULTS AND DISCUSSION

A total of 182 questionnaires were successfully collected and analyzed. Female respondents accounted for 58.8% of the sample, while male respondents represented 41.2%. Most respondents were aged between 22–30 years and worked in educational institutions (39.6%), cooperatives (21.4%), MSMEs (25.3%), and service sectors (13.7%). The majority of respondents had working experience between one and five years.

The outer model evaluation demonstrated satisfactory measurement quality. All loading factor values exceeded 0.70, indicating adequate convergent validity. Average Variance Extracted (AVE) values ranged from 0.648 to 0.781, while Composite Reliability values ranged from 0.887 to 0.931. Cronbach's Alpha values also exceeded 0.70, confirming measurement reliability.

Table 1: Outer Model Evaluation

Variable	Cronbach's Alpha	Composite Reliability	AVE	Result
Hybrid Working	0.881	0.913	0.724	Reliable & Valid
Organizational Support	0.894	0.921	0.746	Reliable & Valid
Employee Engagement	0.907	0.931	0.781	Reliable & Valid
Employee Performance	0.872	0.904	0.648	Reliable & Valid

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All constructs fulfilled convergent validity and reliability requirements because AVE values exceeded 0.50, while Composite Reliability and Cronbach's Alpha values exceeded the recommended threshold of 0.70.

Table 2: Discriminant Validity (HTMT)

Variable	HW	OS	EE	EP
Hybrid Working (HW)	-			
Organizational Support (OS)	0.721	-		
Employee Engagement (EE)	0.774	0.802	-	
Employee Performance (EP)	0.736	0.781	0.841	-

All HTMT values were below 0.90, indicating satisfactory discriminant validity among constructs.

Table 3: Coefficient of Determination (R^2)

Endogenous Variable	R^2	Category
Employee Engagement	0.661	Moderate
Employee Performance	0.738	Strong

The structural model evaluation showed that hybrid working and organizational support explained 66.1% of the variance in employee engagement. Meanwhile, hybrid working, organizational support, and employee engagement explained 73.8% of the variance in employee performance. Hypothesis testing results are presented in Table 4.

Table 4: Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	t-statistic	p-value	Result
H1	Hybrid Working → Employee Engagement	0.392	5.118	0.000	Supported
H2	Organizational Support → Employee Engagement	0.448	5.904	0.000	Supported

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H3	Employee Engagement → Employee Performance	0.431	5.327	0.000	Supported
H4	Hybrid Working → Employee Performance	0.217	2.688	0.008	Supported
H5	Organizational Support → Employee Performance	0.286	3.441	0.001	Supported
H6	Hybrid Working → Employee Engagement → Employee Performance	0.169	3.771	0.000	Supported
H7	Organizational Support → Employee Engagement → Employee Performance	0.193	4.105	0.000	Supported

The hypothesis testing results indicate that all proposed hypotheses are supported. Hybrid working significantly affects employee engagement and employee performance. Organizational support also significantly affects employee engagement and employee performance. Employee engagement significantly influences employee performance.

The mediation analysis further demonstrates that employee engagement significantly mediates the relationships between hybrid working, organizational support, and employee performance. These findings confirm that all direct and indirect relationships proposed in this study are statistically supported.

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DISCUSSION

Hybrid working was found to positively affect employee engagement. Flexible working arrangements provide employees with greater autonomy, work flexibility, and efficiency that strengthen emotional attachment and work involvement. Employees working in hybrid systems tend to experience greater flexibility in managing work responsibilities and personal activities, which subsequently strengthens work enthusiasm and positive work attitudes.

These findings support Job Demands–Resources Theory, which explains that flexibility and supportive organizational systems function as important organizational resources improving employee motivation and engagement (Bakker & de Vries, 2021). The findings are also consistent with studies conducted by (Wang et al., 2021), Contreras et al. (2020), and Molino et al. (2020), which emphasized the positive influence of flexible working systems on employee attitudes. This study contributes additional evidence by specifically focusing on employees working in educational institutions, cooperatives, MSMEs, and local service sectors that remain relatively underexplored in hybrid working literature.

Organizational support was also found to positively affect employee engagement. Employees perceiving organizational concern, appreciation, communication support, and technological assistance tend to demonstrate stronger emotional attachment and active involvement in work activities. Supportive organizations create positive psychological conditions that encourage employees to maintain stronger commitment and enthusiasm.

The findings reinforce Job Demands–Resources Theory by explaining that organizational support functions as an important organizational resource strengthening employee engagement and positive work attitudes Bakker & de Vries (2021). The findings are also consistent with recent studies conducted by Demerouti (2025), Alshaabani & Rudnák (2023), and Taranekar (2025). Novelty emerges because this study integrates organizational support and hybrid working systems simultaneously in explaining employee engagement and performance.

Employee engagement was found to positively influence employee performance. Employees demonstrating stronger enthusiasm, dedication, and emotional attachment toward work activities were more likely to maintain productivity, effectiveness, and work quality. Engaged employees tend to perceive work activities as meaningful and psychologically rewarding, encouraging stronger task completion and organizational commitment.

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These findings support recent studies conducted by Alshaabani & Rudnák, (2023), Mandalahi et al. (2024), which emphasized the important role of employee engagement in strengthening performance outcomes. The present study further contributes by highlighting the importance of engagement mechanisms in hybrid working environments where employees frequently experience communication barriers and reduced physical interaction.

Hybrid working and organizational support were also found to directly affect employee performance. Employees perceiving flexible work systems and strong organizational support demonstrated stronger productivity and positive work outcomes. Flexible systems reduce work stress and improve work-life balance, while organizational support strengthens employee motivation and work commitment.

The findings reinforce Job Demands–Resources Theory by demonstrating that supportive organizational resources improve employee performance in flexible working environments. The findings are also consistent with recent studies conducted by Ipsen et al. (2021), (Kumar et al., 2025). Practical contribution emerges because the findings provide important recommendations for organizations in maintaining employee productivity through supportive hybrid working systems.

The mediation analysis demonstrated that employee engagement significantly mediates the relationships between hybrid working, organizational support, and employee performance. Employees are more likely to maintain strong performance when flexible work systems and organizational support successfully strengthen emotional attachment and work enthusiasm.

The mediation findings provide important theoretical contributions because previous studies predominantly focused on direct relationships among hybrid working, support systems, and performance without emphasizing the psychological mechanisms underlying employee productivity. This study therefore extends Job Demands–Resources Theory by explaining that employee engagement serves as a crucial mechanism linking organizational resources and employee performance in hybrid working systems.

CONCLUSION

Hybrid working and organizational support play important roles in improving employee engagement and employee performance. Flexible working systems characterized by autonomy, communication flexibility, and work efficiency encourage employees to maintain stronger emotional attachment and positive work attitudes.

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Organizational support also strengthens employee motivation, commitment, and psychological comfort in hybrid working environments.

The findings demonstrate that employee engagement functions as an important mediating mechanism linking organizational resources and employee performance. Employees experiencing stronger enthusiasm, dedication, and emotional attachment toward work activities tend to maintain higher productivity and stronger work quality. These findings strengthen Job Demands–Resources Theory and Social Exchange Theory by confirming that supportive organizational resources improve employee psychological outcomes and performance.

This study contributes theoretically by integrating hybrid working, organizational support, employee engagement, and employee performance in explaining employee experiences in flexible working systems. Empirical contribution also emerges because the study specifically focuses on educational institutions, cooperatives, MSMEs, and local service sectors that remain relatively underexplored in hybrid working literature. Practical contribution highlights the importance of strengthening organizational communication systems, technological support, employee engagement strategies, and flexible work arrangements to maintain employee productivity and organizational sustainability.

Several limitations should be acknowledged. The study only focuses on selected sectors and applies a cross-sectional design, limiting broader generalization and long-term behavioral analysis. Future studies are encouraged to expand research sectors, increase sample diversity, and include additional variables such as work-life balance, psychological well-being, digital fatigue, or organizational culture to strengthen understanding regarding employee behavior in hybrid working systems.

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