



Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

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Abstract

The COVID-19 pandemic has prompted many organizations to shift to a hybrid work model, which combines working from home and the office. This model is not just a temporary response but has become integral to long-term strategies. In an organizational context, companies that successfully implement this model show higher levels of employee engagement and better performance. Organizational support, trust, and respect for employees contribute significantly to work engagement and performance. This study used a quantitative approach with 131 respondents to evaluate the relationship between organizational support and work engagement. Results show that strong organizational support increases employee engagement, which in turn has a positive impact on individual performance.

Keywords: Organization Support, Trust, Respect, Employee Engagement, Employee Performance.

Introduction

Since the COVID-19 pandemic, many organizations worldwide have adapted to a hybrid work model, combining work from home and the office. This model is not just a temporary reaction to a health emergency but has become an integrated part of a long-term work strategy. Previous research (Rahmayani & Wikaningrum, 2022) shows that a hybrid work system can increase flexibility and facilitate the balance between work and personal life. The current trend of hybrid work is relevant and beneficial in the current business context.

However, the transition to hybrid working is not without its challenges. Many companies face difficulties in managing geographically dispersed teams. Research, however, shows the importance of adequate technology infrastructure and adaptive leadership to support the success of hybrid working models. In addition, organizations need to establish clear norms and rules to ensure all employees feel engaged and have equal access to opportunities (Paul, 2023).

Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

Implementing a hybrid work model in organizational culture also requires adjusting internal practice values. Research results show that companies that successfully implement hybrid work models tend to have high levels of employee engagement and a better organizational culture (Darpin et al., 2023). Although challenges remain, the potential benefits of hybrid work systems make it an attractive option for organizations in the post-pandemic era.

In this era of hybrid work trends, organizational leaders have made schemes or plans to keep the organization flexible if viewed from the point of view of organizational leaders. Human resource managers have also contributed to implementing this hybrid work model, both during the COVID-19 pandemic and afterward. This is done not only to protect employees during the pandemic but also after the pandemic. Human resource managers consider the hybrid work model can also meet the needs of work-life balance in terms of mental health issues, efforts to reduce stress, and fatigue due to heavy traffic congestion during the commute to work. Positive perceptions and feelings towards the work environment can support higher productivity, leading to product innovation and reduced employee turnover (Harter et al., 2003).

The remote work trend can be illustrated using key hybrid work statistics and the future of work. The hybrid work model in the US shows that 74% of companies are permanently implementing the hybrid work model. 44% of employees in the US prefer the hybrid work model, and 63% of companies in the US are experiencing high growth rates using the hybrid work model. Meanwhile, 55% of employees want to work remotely thrice a week, and 59% are more likely to choose companies that offer hybrid work models than those that do not. (McCain.,2022)

Research needs to be conducted on employees working in companies implementing hybrid models in Indonesia and whether employees feel involved and supported by the companies where they work. Employee voice is important in improving beneficial outcomes and driving business growth. Employee voice can bring new ideas from all levels of the organization, and these thoughts can improve performance. This opinion encourages researchers to conduct further research on organizational support felt by employees. Trust in the organization that will affect employee engagement is needed to improve employee performance in companies implementing a hybrid work model. (Perlow & Williams., 2003).

Companies in Indonesia measure the success of implementing hybrid working models through various metrics, including productivity, employee satisfaction, and communication effectiveness. One important first step is clear metrics to evaluate the results of this transition. 54% of companies report productivity improvements with hybrid work models, and only 22% actively set metrics to measure these improvements (Inti Pesan, 2023). Therefore, research is needed to obtain quantitative data that reflects the experiences of employees working in companies that implement hybrid work models.

Research on the influence of perceived organizational support, trust, and respect on work engagement and employee performance is very important in improving organizational efficiency and productivity. Employees ' perceived organizational support is a major motivating factor that can increase work engagement. When employees feel supported and

valued, they tend to be more engaged in their work, improving individual and team performance. In his research (Putri et al., 2022), organizational support relates to employees' psychological conditions, such as relational dependence beyond the formal contract with the organization.

Trust and respect are essential to improving work engagement and employee performance. Trust built between employees and the organization can create a positive work environment where employees feel safe contributing to their full potential. The respect shown by the organization towards employees also plays an important role in building loyalty and commitment, which are key factors in retaining the organization's best talent. Previous research states that perceptions of organizational support and trust in leaders significantly influence work engagement and employee performance. (Arifin & Darmawan, 2021) Thus, this study can provide insight into how organizations can design more effective development programs, thereby improving employee welfare while achieving the company's desired goals.

High work engagement is closely related to improved individual and group performance. When employees feel valued and supported. Employees are likelier to show initiative and creativity in accomplishing tasks (Jesi & Sentoso, 2023). By understanding the relationship between organizational support, trust, respect, work engagement, and performance, employees can implement good policies to create a productive and harmonious work environment. This is not only beneficial for employees but also for the sustainability and growth of the organization as a whole.

Literature Review

Employee Engagement

Work engagement is a concept that is gaining increasing attention in management research and organizational psychology. Work engagement is defined as employees' positive, energized, and focused mental state in their work. Work engagement consists of two main dimensions, namely involvement in work and involvement in the organization. Employees with good work engagement with the organization tend to be more productive and have lower turnover rates, which shows the importance of creating a work environment that supports engagement. (Sak, 2006)

One of the theories underlying work engagement is the social exchange theory, which states that the relationship between employees and organizations is reciprocal. When the organization provides adequate resource support to employees. Employees feel compelled to reciprocate with higher engagement in their work. (Jia et al., 2019)

Work engagement has three components: cognitive engagement, emotional engagement, and physical engagement. Cognitive engagement includes employees' attention and concentration on their tasks, while emotional engagement relates to the positive feelings employees experience while working. Physical engagement includes the energy and effort that employees expend in their work. These three components are interrelated and contribute to the overall level of work engagement. By understanding the various dimensions of work

Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

engagement, organizations can design more effective interventions to increase employee engagement, which will ultimately positively impact overall organizational performance. (Huang et al., 2022)

Perceived Organization Support

Organizational support is important in understanding the relationship between employees and organizations. In organizational support theory, employees develop perceptions about the extent to which the organization values employees' contributions and cares about their well-being. Perceived organizational support can influence a variety of positive outcomes. This support can be in the form of recognition of achievements, concern for employee well-being, and provision of adequate resources to complete tasks when employees feel supported by the organization. Employees tend to be more engaged and motivated to give their best. (Eisenberger et al., 2020)

Organizational support provides a sense of belonging to the organization. A sense of belonging has a significant role; when employees feel supported by the organization, they tend to feel attached and contribute positively to organizational goals. Organizational support presupposes that to determine the organization's willingness to reward increased work effort and respond to employees' socioemotional needs, employees increase their beliefs regarding the extent to which the organization values their dedication and cares about their well-being. (Chen et al., 2020)

Organizational support theory explains how an organization responds by rewarding more work effort and providing emotional support for employees who know that the organization cares about employee contributions and well-being. (Tian & Guo, 2023)

Trust and Respect

Trust theory is the idea that trust is the basis for higher functioning in all human systems. Trust regularly flows from families, friendships, teamwork, and organizations. The more trust there is in a group or organization, the more creative, innovative, dynamic, and effective the individuals in the organization. (Rogers & Ashforth, 2014) There are two types of respect: generalized respect and specialized respect. Generalized respect is the feeling that employees are all valued within the organization, while specialized respect is the feeling that the organization values employees or employees' attributes, behaviors, and achievements. (Bilginoğlu et al., 2019)

Employee Performance

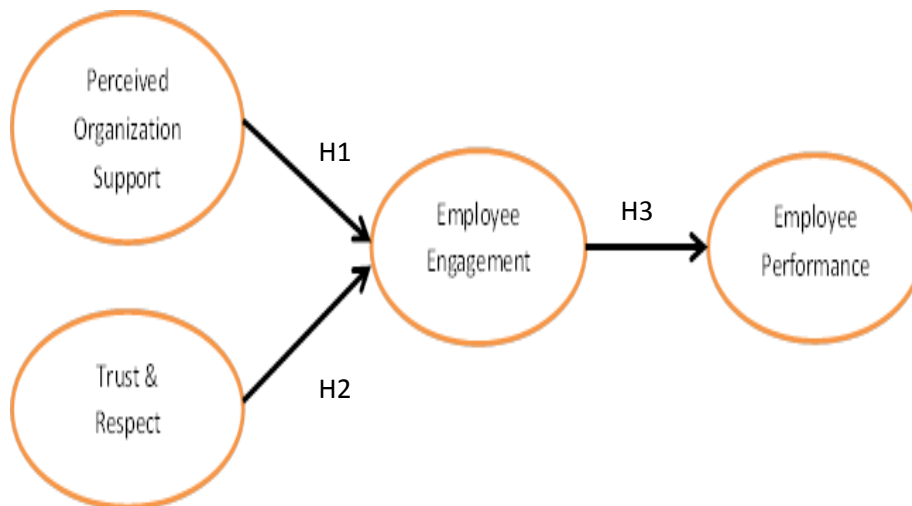
Performance can usually be defined as multidimensional. Performance is the fulfillment of results and the work done to achieve goals. Visible behavior can be work activities related to expectations and ways to achieve individual, team, or organizational goals. This emphasizes behavior, not just results. On the other hand, it is possible to consider that the dominant method of measuring employee performance will consist of behavior and behavioral evaluation, and there are many varied factors involved in measuring job performance according to common

factors that cannot contribute to the best theme for evaluating and assessing employee performance. (Motowidlo, 2014)

Research Method

This research method is based on quantitative research focusing on companies that implement the hybrid work concept in Indonesia. The number of respondents in this study amounted to 131 respondents. A structured, closed-ended questionnaire is the research instrument. Before distributing the valid questionnaires, the questionnaires were tested using the Cronbach alpha reliability test method to ensure the research tools were valid.

The analysis test used SEM PLS 4.0 to test hypotheses and understand causal relationships. SEM PLS is used to evaluate the influence of organizational support, respect, and trust on work engagement and employee performance. Respondents totaled 131 people; the majority of respondents in this study were men, totaling 66 people (50%), and female respondents totaled 65 people (50%) with an age range of 25-43 years. The respondent's education level, respondents with undergraduate education amounted to 100 people (76%), and respondents who had postgraduate education amounted to 31 people (24%).



Picture 1. Theoretical Framework

Result

The reliability test measures the consistency of research constructs/variables. A variable is said to be reliable or reliable if the respondent's answer to the question is consistent or stable over time. A reliable instrument means that it will produce the same power when used several times to measure the same object. The level of reliability of a research construct/variable can be seen from the results of the Cronbach alpha statistic. A variable is reliable if it provides a Cronbach alpha value greater than 0.60. (Ghozali, 2014).

Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

Table 1. Instrument Reliability Test

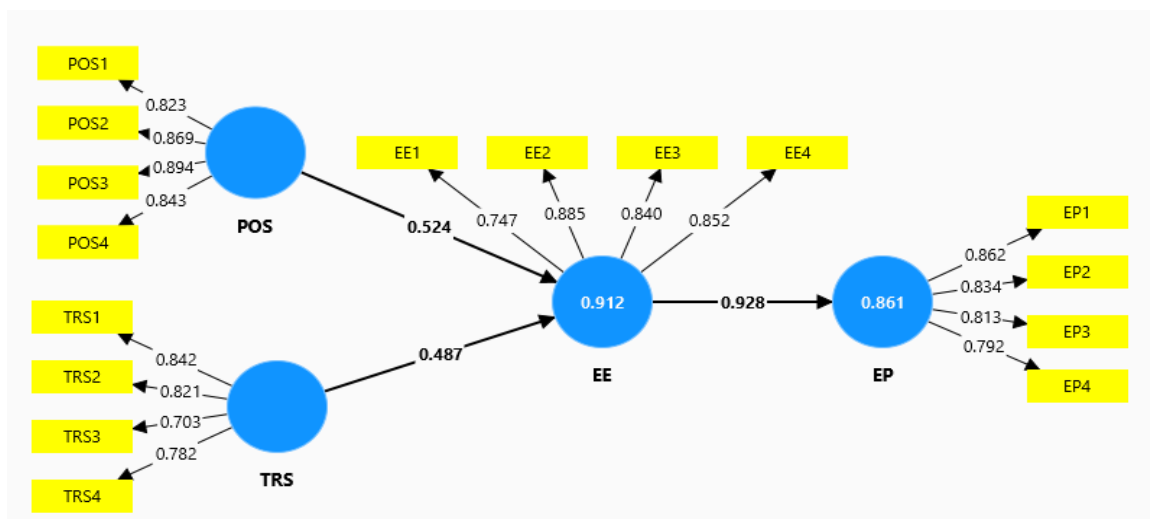
| Construct reliability and validity - Overview | | | | |
|---|------------------|-------------------------------|-------------------------------|----------------------------------|
| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
| EE | 0.851 | 0.854 | 0.900 | 0.693 |
| EP | 0.845 | 0.852 | 0.895 | 0.682 |
| POS | 0.881 | 0.894 | 0.918 | 0.736 |
| TRS | 0.797 | 0.816 | 0.868 | 0.622 |

Based on the calculation of the Cronbach alpha value and composite reliability results, all variables are greater than 0.70, meaning that all questions used in the study are reliable. Meanwhile, convergent validity can be seen from the AVE output. A construct is said to have good convergent validity if the AVE value exceeds 0.50. The AVE output value of all constructs is greater than 0.50, meaning that all constructs have good convergent validity.

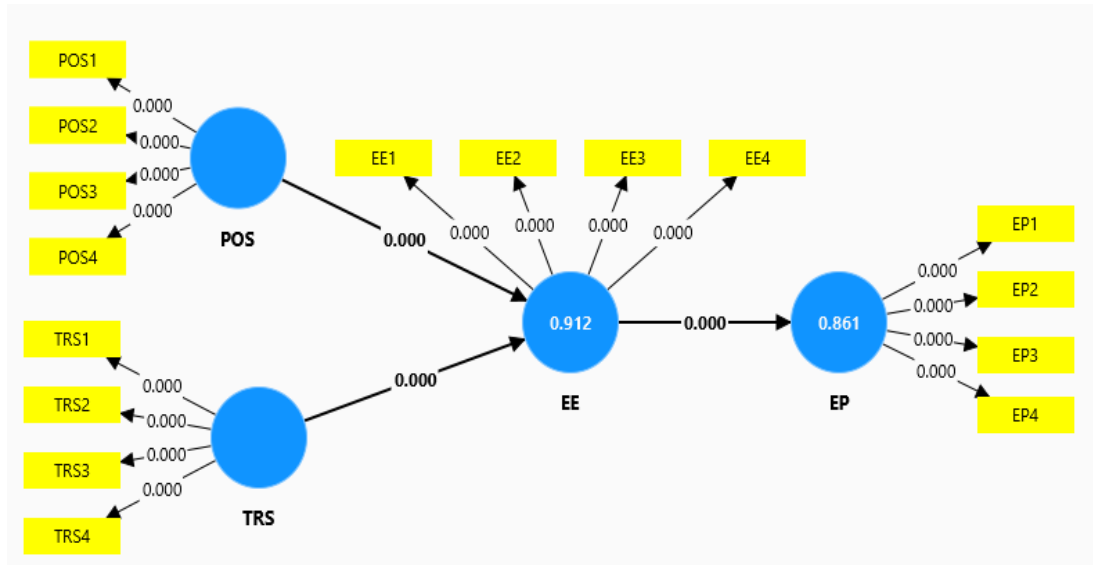
Table 2. Cross Loading

| Discriminant validity - Fornell-Larcker criterion | | | | | |
|---|-------|-------|-------|-------|--|
| | EE | EP | POS | TRS | |
| EE | 0.833 | | | | |
| EP | 0.928 | 0.826 | | | |
| POS | 0.906 | 0.893 | 0.858 | | |
| TRS | 0.898 | 0.879 | 0.785 | 0.789 | |

Based on the cross-loading table shows that all indicators that compose each variable in this study meet discriminant validity; namely, the cross-loading value is greater than 0.70.



Picture 2. PLS-SEM Algorithm



Picture 3. Bootstrapping

Table 3. Outer Loading

| Outer loadings - Mean, STDEV, T values, p values | | | | | | Copy to Excel |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|---------------|
| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | |
| EE1 <- EE | 0.747 | 0.744 | 0.040 | 18.461 | 0.000 | |
| EE2 <- EE | 0.885 | 0.884 | 0.019 | 47.434 | 0.000 | |
| EE3 <- EE | 0.840 | 0.839 | 0.026 | 32.508 | 0.000 | |
| EE4 <- EE | 0.852 | 0.851 | 0.028 | 30.277 | 0.000 | |
| EP1 <- EP | 0.862 | 0.861 | 0.025 | 34.324 | 0.000 | |
| EP2 <- EP | 0.834 | 0.834 | 0.024 | 34.781 | 0.000 | |
| EP3 <- EP | 0.813 | 0.810 | 0.033 | 24.464 | 0.000 | |
| EP4 <- EP | 0.792 | 0.791 | 0.034 | 23.345 | 0.000 | |
| POS1 <- POS | 0.823 | 0.821 | 0.033 | 24.837 | 0.000 | |
| POS2 <- POS | 0.869 | 0.868 | 0.024 | 36.369 | 0.000 | |
| POS3 <- POS | 0.894 | 0.893 | 0.017 | 51.786 | 0.000 | |
| POS4 <- POS | 0.843 | 0.843 | 0.022 | 38.641 | 0.000 | |
| TRS1 <- TRS | 0.842 | 0.843 | 0.024 | 35.674 | 0.000 | |
| TRS2 <- TRS | 0.821 | 0.820 | 0.031 | 26.420 | 0.000 | |
| TRS3 <- TRS | 0.703 | 0.700 | 0.049 | 14.465 | 0.000 | |
| TRS4 <- TRS | 0.782 | 0.781 | 0.037 | 21.380 | 0.000 | |

Based on the outer loading score, it can be seen that all indicators can be declared valid and statistically significant when measuring their respective constructs because the loading value (λ) of all indicators is more than 0.50 with a statistical t value of more than 1.96.

Outer model, besides being measured by assessing convergent and discriminant validity, can also be done by looking at the reliability of constructs or latent variables, which are measured in two ways: the composite reliability value and Cronbach alpha of the indicator block that measures the construct. The construct is declared reliable if the composite reliability and Cronbach alpha values are greater than 0.70. (Latan & Ghazali, 2012).

(Chin, 1998), The R Square value is considered weak, moderate, and strong if it is around 0.19, 0.33, and 0.67, respectively. In this research model, one variable is classified as strong (employee engagement) and (Employee Performance) because it is more than 0.67. This coefficient of determination states that the R2 value of the employee engagement variable has a value of 0.912 and an employee performance value of 0.861, which indicates that as much as

Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

91.2% of the variation in employee engagement data and 86.1% of the variation in employee performance data is influenced by perceived organizational support, trust, and respect.

Table 4. R Square

| R-square - Overview | | |
|---------------------|----------|-------------------|
| | R-square | R-square adjusted |
| EE | 0.912 | 0.911 |
| EP | 0.861 | 0.860 |

Table 5. Path Coefficient

| Path coefficients - Mean, STDEV, T values, p values | | | | | | Copy to Excel |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|---------------|
| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values | |
| EE -> EP | 0.928 | 0.928 | 0.011 | 86.217 | 0.000 | |
| POS -> EE | 0.524 | 0.524 | 0.037 | 14.213 | 0.000 | |
| TRS -> EE | 0.487 | 0.488 | 0.037 | 13.191 | 0.000 | |

In the results of data analysis using SEM PLS 4.0 as in the path coefficient table and Figure 1, the path coefficient of perceived organizational support to employee engagement is 0.928, trust and respect to employee engagement is 0.524, and employee engagement to employee performance is 0.487.

Discussion

Organizational support has a significant role in improving employee engagement. The results show that the greater the organizational support, the higher the level of employee engagement. This support includes various forms, such as recognition of employee contributions, provision of adequate resources, and attention to employee well-being. It shows that strong support from the organization increases work engagement and affects the overall performance of employees. The results of this study are supported by research conducted (Rikmaratri & Prohimi, 2018), which states that organizational support has a significant effect on work engagement. Employees' feelings of support from the organization significantly influence the level of employee engagement.

Furthermore, organizational support can create a positive work environment where employees feel valued and motivated to contribute optimally. It is important for management to understand and implement effective support strategies to increase employee engagement, which will support organizational goals.

The trust and respect the organization provides employees are two key factors contributing significantly to work engagement. When the organization trusts employees, for

example, by giving them autonomy in their work and listening to their input, employees will feel valued and recognized as an important part of the organization. This respect creates a positive environment where employees feel safe to innovate and contribute actively. The results of this study are supported by research conducted by (Jindain & Gilitwala, 2024). Trust and respect have a significant influence on work engagement. High trust in the organization can increase employees' intrinsic motivation so they can be more involved in their tasks and have a greater commitment to organizational goals.

In addition, a respectful relationship between the organization and employees also plays a role in building loyalty and emotional attachment. Employees who feel that the organization values employee contributions and treats them fairly tend to be more actively engaged in their work. This can increase productivity and creativity. High work engagement leads to better job performance and reduced turnover, as employees feel a strong bond with the organization. Thus, building trust and respect is a strategic step for organizations to improve overall employee engagement.

Work engagement is an important factor that significantly affects employee performance. When employees feel engaged in their work, they tend to show higher motivation, strong commitment, and better productivity. Work engagement includes a sense of belonging to tasks and responsibilities and a desire to contribute actively to achieving organizational goals. The results of this study are supported by research conducted (Fidyah & Setiawati, 2020), which states that work involvement significantly affects employee performance. Work engagement has a direct impact on individual and group performance. Employees who feel valued and recognized will likely work with passion and dedication. Employees will strive to achieve the best results and overcome challenges with a positive attitude.

Conclusion

Organizational support has a significant role in improving employee engagement. The greater the organizational support, the higher the level of employee engagement. This support includes various forms, such as recognition of employee contributions, provision of adequate resources, and concern for employee well-being. This shows that strong support from the organization not only increases work engagement but also affects the overall performance of employees.

The trust and respect that the organization provides to employees is a key factor that contributes significantly to work engagement. When organizations show trust to employees, they tend to be more actively involved in their work and have higher intrinsic motivation. Respectful relationships between organizations and employees also play a role in building loyalty and emotional attachment, which in turn increases productivity and creativity.

Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect

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