

SCENARIO PLANNING OF HYBRID WORKING MODEL EFFECTIVITY (WORK FROM HOME & WORK FROM OFFICE) AT PT. XYZ

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Abstract: The research objective is to analyze the effects of leadership and work-life balance on the performance of PT XYZ employees, to analyze the effects of work-life balance and employee engagement on the performance of PT XYZ employees, and to formulate the scenario planning of the effectivity of hybrid working model that can be suggested to PT XYZ. The sample of this study is employees of PT XYZ who have been working for at least 6 months in the hybrid working model, particularly at non production divisions. The evaluated variables in this study are work-life balance, employee engagement, leadership dan performance. The survey data is collected from 104 respondents who filled out the online questionnaire (Google Form) and from 8 experts via discussion and interview sessions. This study used a descriptive analysis, PLS-SEM and TAIDA (Tracking, Analyzing, Imaging, Deciding, and Acting) methods. The results showed that work-life balance had positive and significant effects on employee engagement and leadership but it does not have significant effect on performance, employee engagement had positive and significant effects on leadership and performance, as well as leadership had positive and significant effects on performance. Regarding the managerial impact, the hybrid work model affected the cost, people and technology that moreover it can be an added value for the company.

Keywords: hybrid work model, work from home, work from office, scenario planning, TAIDA

Abstrak: Tujuannya penelitian adalah untuk menganalisis pengaruh kepemimpinan dan work-life balance terhadap kinerja karyawan PT XYZ, menganalisis pengaruh work-life balance dan keterikatan karyawan terhadap kinerja karyawan PT XYZ, serta merumuskan skenario perencanaan efektivitas model kerja hybrid yang dapat disarankan kepada PT XYZ. Sampel penelitian ini adalah karyawan PT XYZ yang telah berkerja selama sedikitnya 6 bulan dalam model kerja hibrida, khususnya karyawan pada divisi-divisi non produksi. Variabel yang dinilai dalam penelitian ini adalah work-life balance, employee engagement, kepemimpinan dan kinerja. Data survei diperoleh dari 104 responden yang telah mengisi kuesioner online (Google Form) dan dari 8 ahli melalui sesi diskusi dan wawancara. Penelitian ini menggunakan metode-metode analisis deskriptif, PLS-SEM dan TAIDA (Tracking, Analyzing, Imaging, Deciding, and Acting). Hasil penelitian ini menunjukkan bahwa work-life balance memiliki efek positif dan signifikan terhadap employee engagement dan kepemimpinan namun work-life balance tidak memiliki efek yang signifikan terhadap kinerja, employee engagement memiliki efek positif dan signifikan terhadap kepemimpinan dan kinerja, serta kepemimpinan memiliki efek positif dan signifikan terhadap kinerja. Terkait dampak manajerial, hasil penelitian ini menunjukkan bahwa model kerja hibrida memberikan pengaruh terhadap biaya, orang dan teknologi yang kemudian dapat menjadi nilai jual perusahaan.

Kata kunci: model kerja hibrida, work from home, work from office, perencanaan skenario, TAIDA

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INTRODUCTION

The advance of technology makes the huge change on working approaches. The employee who previously must be present at the office can now work from anywhere, including from home. This kind of working from home model is known as telecommuting, teleworking, or in Indonesia is commonly known as work from home (WFH) or work at home (Kelly, 1985).

Covid-19 pandemic accelerated this change whereas the Indonesian government set some restrictions which is known as PPKM, which further makes WFH become the best option of working model during the pandemic. However, it turns out that working from home not automatically make the employee work-life balance better because there are many interruptions during working from home, which causes work become harder and even longer because it consumed more working hours per week. It adversely effects the employee work-life balance (Johnson *et al.* 2007). Due to the above interesting findings that WFH adversely affect the work-life balance of the employees, it is required to conduct more research on the effect of WFH on work-life balance of the employees.

According to Belzunegui-Eraso and Erro (2020), there are some challenges on company level when implementing remote working. For example, the company is forced improving the security of their technology and infrastructures so their employees are safe when using their network. In addition, it is more difficult for manager to monitor the performance of their employee when they are working from remote location (Mihailovic *et al.* 2021). The company must also spend additional cost for the use of internet by their employees in their home (Songsangyos and Lamamporn, 2020). Due to the above challenges and difficulty on remote working, the effect of WFH on the employee performance is also need to be conducted.

After the declining of Covid-19 trend in 2022, in order to compromise the need of physical attendance of employees at the office but still prioritizing their safety, some companies try to combine WFH and WFO working systems which is further called as the hybrid working model. In this working model, within a week, the employee may work at the office for few days and work at their home for few other days. This kind of approach is hopefully can provide positive impact both for employee and company. This model is also

supported by the result of McKinsey Global Institute (2021) research which showed that in 2030, 20–25% of workers will remotely work around 3 days (hybrid). The hybrid working model must be conducted in appropriate way so the employee can achieve a good performance and this must be supported by its leader. According to internal data of PT XYZ that is obtained on November 2022, as one of the big nutrition companies in Indonesia PT XYZ has been using the hybrid working model (combination of WFH and WFO) for 3 years or since 2020. The employees can freely choose the number of working days for WFH and WFO, where the percentage of working days for WFH is 40-60% of total number of working days in a week.

From the internal information of PT XYZ, it is also known that in order to support the hybrid working model, PT XYZ provide a GPS-based employee attendance application which enables the employees to work remotely but the company still can monitor the employee's location, online leave, overtime, etc. PT XYZ also provide an online meeting tool (Microsoft Teams) so they can conduct either online or offline meetings. PT XYZ also provides cloud-based files storage, which enable the employees to share their files or documents directly from the cloud.

However, until this research is conducted, PT XYZ has never evaluated the implementation of hybrid working model. The author is interested to study it and to analyze the scenario of hybrid working model effectivity and providing input, suggestion and improvement ideas of the hybrid working model to PT XYZ.

Until this point of time, there are some researches who study the relation of or working from home and work-life balance, employee engagement or performance like Andini IP (2022) and Dewayani (2020). However, there is no prior research that specifically study the effectiveness of hybrid working model. Therefore, the objective of the research is to analyze the effectiveness of hybrid working model at PT XYZ. In addition, the objective is also to analyze the effects of leadership and work-life balance on the performance of PT XYZ employees, to analyze the effects of work-life balance and employee engagement on the performance of PT XYZ employees, and to formulate the scenario planning of the effectivity of hybrid working model that can be suggested to PT XYZ.

METHODS

The study is conducted from December 2022 to January 2023 at PT XYZ, East Jakarta. This study uses both primary and secondary data. The primary data is data obtained from 104 respondents and data from 8 experts (internal, external and academics). The respondents are employees of PT XYZ in non-production divisions who have been working in hybrid working model for at least 6 months. The questionnaire is using Likert scale in the form of online survey using Google Form and interview. The sampling uses voluntary sampling and non-profit. Interview and discussion method are used for the experts. Secondary data are obtained from literature and data of PT XYZ.

The method used for data analysis is descriptive analysis method. The method of study includes the data collection to answer the question regarding the current condition. The questionnaire is in Bahasa Indonesia and it is set on 5 Linkert scale via Google Form during November 2022-January 2023. There are total of 45 questions with 40 indicators to describe four variables (work-life balance, employee engagement, leadership and performance) which refers to theories of work-life balance (Hudson, 2005), leadership (Yukl, 2012), employee engagement (Schaufeli and Bakker, 2004), performance (Mangkunegara and Anwar, 2006 and Kasmir, 2016).

The second method is Structural Equation Modelling-Partial Least Square (PLS-SEM), which is a data analysis method used to process the data of respondent in order to see the correlation of each variable. The advantage of PLS-SEM is that the method can be used in small sample size (less than 100 samples) and it can be used to develop theory (Hair et al. 2020).

The third method is TAIDA (Tracking, Analyzing, Imaging, Deciding, and Acting) by interview and discussion with the experts to obtain input on strategy in hybrid working model scenario, which is conducted after the completion of SEM data processing. Using TAIDA, it tracks the existing program and analyzes its advantage and disadvantage and further it projects a vision on the forthcoming goal. After receiving the result, the company will decide what action to be taken.

The implementation of case study activities consists of the stages of identifying the role of hybrid work models,

leadership, work-life balance, employee engagement and performance at PT. XYZ. The conceptual framework of thought is described accordingly in Figure 1.

Hypotesis:

- H1: Work-life balance significant to employee engagement (Andini 2022)
- H2: Work-life balance significant to leadership (Mukanzi et al. 2016)
- H3: Work-life balance significant to employee performance (Andini 2022)
- H4: Employee engagement significant to leadership (Rizka 2022)
- H3: Employee engagement significant to employee performance (Andini 2022)
- H6: Leadership significant to employee performance (Tintin 2010)

This paper has same methodology with previous paper (Andini, 2022) but it has different object and scope.

RESULTS

Among the 104 respondents, 55.8% is female, the age is ranged from 20 to 55 years old and their position is varied from staff to manager. The experts involved in this research are professional who have expertise in human resources with more than 10 years of experiences. The experts also include the academics.

Result of PLS-SEM Analysis

An indicator is considered to be valid if it achieves the measurement goal from the appropriate laten variable. According to rule of thumbs, which refers Hair et al. (2010) and Ghozali (2008), a load factor ≥ 0.5 is considered as significant. From the result of model Goodness of Fit test, the relatedness among the variables is obtained as shown in Figure 2. From the convergent validity test of the average variance extracted (AVE) value of each variable, it is obtained that the said value meets the requirement, namely ≥ 0.5 (Hair et al. 2010). Rule of thumbs of composite reliability value must be greater than 0.7, although value of 0.6 is still acceptable (Hair et al. 2010). The result in following Table 1 shows that all of the AVE and composite reliability values meet the specified requirement.

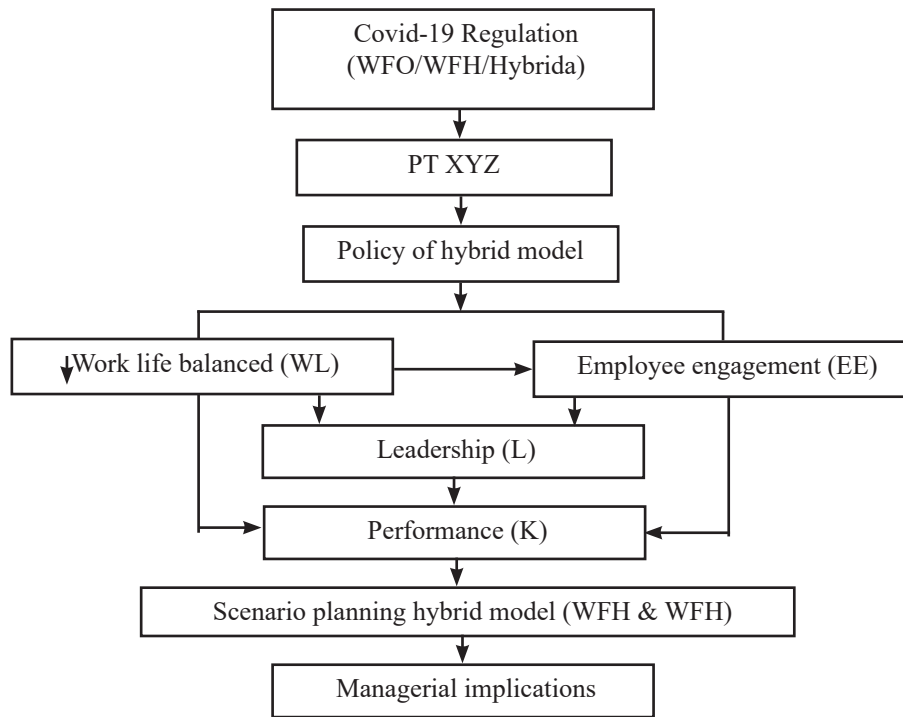


Figure 1. Research framework

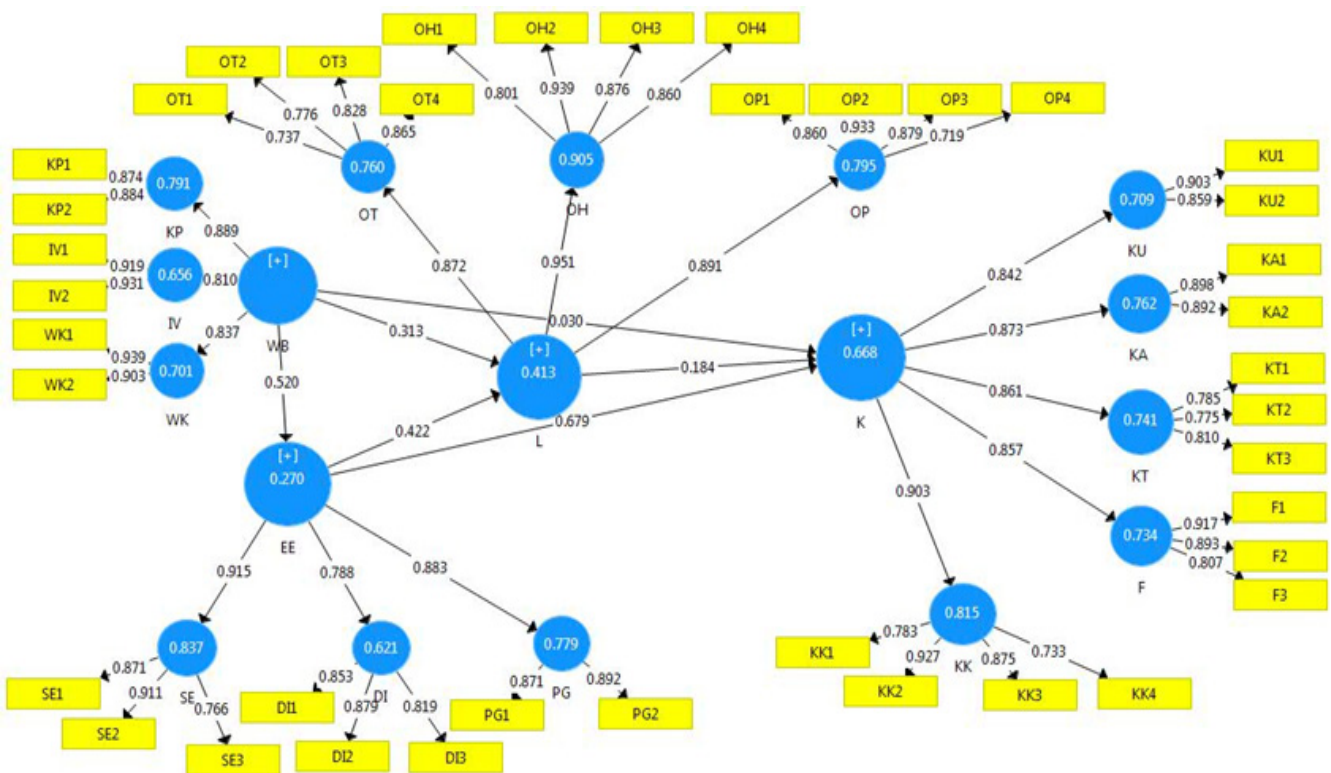


Figure 2. Diagram of structural equation path

Based on the empirical study model proposed in this study, hypothesis test can be conducted using the tests of path coefficient and t-statistics in the structural equation model. If path coefficient value is greater than 0.05 with t-statistics value is greater than 1.96 then the effect between the variables falls to significant category. Otherwise, if path coefficient value is lower than 0.05 with t-statistics value lower than 1.96, then it falls to insignificant category. The result of path coefficient and t-test of direct effect among the latent variables is shown in Table 2.

Among the tested 6 hypotheses, 5 hypotheses are accepted because the t-statistics value is greater than 1.96. However, there is 1 hypothesis that is rejected because t-statistics value is lower than 1.96, namely work-life balance has no significant effect on performance. In this study model, there are four variables that have indirect relation, namely 1) effect of work-life balance on employee performance via employee engagement, 2) effect of work life balance on performance via leadership, 3) effect of employee engagement on employee performance via leadership and 4) effect of work-life balance on performance via employee engagement.

There are variables which have significant effect based on indirect effect, namely: 1) effect of work life balance on employee performance via employee engagement, with path coefficient value of 0.353 and t-statistics of 5.942, which means that employee engagement become mediator variable of work life balance variable in affecting employee performance. 2) effect of work life balance on leadership via employee engagement, with path coefficient value of 0.219 and t-statistics of 3.465, which means that employee engagement become mediator variable of work life balance variable in affecting leadership.

In addition, there are also insignificant effects resulted from this study namely 1) indirect effect of employee engagement on employee performance via leadership, which has path coefficient value of 0.077 and t-statistics of 1.939, and 2) indirect effect of work life balance on employee performance via leadership, which has path coefficient value of 0.057 and t-statistics of 1.886. Total of indirect effect for the effect of work life balance on employee performance is significant as shown in Table 3.

Table 1. Average variance extracted (AVE) and composite reliability values

Laten Variable	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Work-life balance (WLB)	0.545	0.858	0.895
Leadership	0.582	0.933	0.943
Employee engagement	0.545	0.877	0.904
Performance	0.546	0.935	0.943

Table 2. Result of path coefficient and t-test of direct effect among the latent variables

Path	Path coefficient	t-statistics	Conclusion	Remark
Work-life balance (WLB) → Employee Engagement	0.52	6.415	significant	Accepted H1
Work-life balance (WLB) → Leadership	0.313	3.32	significant	Accepted H2
Work-life balance (WLB) → Performance	0.03	0.514	insignificant	Rejected H3
Employee Engagement → Leadership	0.422	4.259	significant	Accepted H4
Employee Engagement → Performance	0.679	11.468	significant	Accepted H5
Leadership → Performance	0.184	2.386	significant	Accepted H6

Table 3. Result of path coefficient and t test of indirect effect between latent variables

Path	Path coefficient	t-statistics	Conclusion
Work life balance → Employee Engagement → Performance	0.353	5.942	significant
Work life balance → Leadership → Performance	0.057	1.886	insignificant
Total of indirect effect of Work life balance → Performance	0.410	6.442	significant
Employee Engagement → Leadership → Performance	0.077	1.939	insignificant
Work life balance → Employee Engagement → Leadership	0.219	3.465	significant

After passed the validity and reliability tests, then it is continued with inner model evaluation. The parameter used is determinant coefficient (R^2 Test) and path coefficient or t-value. R^2 value is used to measure the change variance level of independent variable on dependent variable. The R^2 values is 0.658 in leadership, 0.263 in employee engagement, and 0.658 in performance. The R^2 value is used to calculate the Goodness of Fit (GOF) to show whether a model is fit or not. GOF reflects the extent of a dependent variable (Y) can be explained by an independent variable (X). The Goodness of Fit (GOF) in this study can be calculated by the following calculation: Based on the calculation, the resulted Q^2 is 0.557. Since $Q^2 > 0,38$ then it falls to high category. It means that the discrepancy of the observed and the desired values is low then the resulted model is fit.

Effect of work-life balance variable on Employee Engagement

Work life balance variable has significant effect on employee engagement variable. It can be seen from the result of t-statistics value of 6.415. This means that work life balance (WB) significantly affects the employee engagement (EE). The path coefficient value of work life balance on the employee engagement is 0.52. It means that for 1% increase of work life balance will increase employee engagement by 0.52%. Better implementation of work life balance by the company will increase and improve the employee engagement. The result of this study is in accordance with previous study by Wijayanto (2022) which states that work life balance has positive and significant effects on job satisfaction and employee engagement. Thus, the first hypothesis (H1) is proven and can be accepted in this research.

Effect of work-life balance variable on Leadership

It is found that the coefficient value of work life balance effect on leadership is 0.313 and t-statistics value of 3.32, which is more than 1.96. This means work life balance variable has positive and significant effects on the leadership. There are three dimensions and 12 composing indicators for leadership variable. The strongest indicator is the leader statement can develop employee (OH2) with loading factor value of 0.939 and t-statistics value of 2.000.

Path coefficient value of work life balance on the leadership is 0.313. This means that 1% increase of work life balance can increase the leadership by 0.313%. The better implementation of work life balance by the company will increase and improve the leadership. This result is supported by the result of study by Mukanzi (2006) which states that there is significant relation between work life balance and leadership. Thus, the second hypothesis (H2) is proven and can be accepted in this research.

Effect of work-life balance variable on performance

Work life balance variable has no significant effect on employee performance variable because the t-statistics value is 0.514, which is lowers than 1.96. Path coefficient value of work life balance on the performance is 0.03, which means it has positive direction. It means that the increase of work life balance will likely not cause significant change on the employee performance. This result is supported by Foanto (2020) and contradictive with study of Andini (2022), which states that work life balance has no significant effect on the employee performance. Thus, the third hypothesis is not proven and is rejected in this study.

Effect of employee engagement variable on Leadership

From the statistical test result, it is found that coefficient value of employee engagement effect on the leadership is 0.422, with t-statistics value of 4.259 which is greater than 1.96. It means that employee engagement variable has positive and significant effects on the leadership. Path coefficient value of employee engagement on the leadership is 0.422. It means that for 1% increase of employee engagement will increase the leadership by 0.422%. The improved employee engagement in a company will increase and improve the leadership. This finding is supported by the study of Safira (2021) which states that there is significant relationship between employee engagement and leadership in *Kantor Dinas Pendidikan, Kepemudaan dan Olahraga Kabupaten Solok Selatan* and supported by Rizka AI that Employee engagement thru leadership have significant relationship to performance. However, the result of this study is in contrary with the result of study of Adawiyah (2021), which states that employee engagement cannot mediate the effect of ethical leadership on the employee performance. It means that the fourth hypothesis is proven and is accepted in this study.

Effect of employee engagement variable on performance

From the statistical test result, it is found that coefficient value of employee engagement effect on the employee performance is 0.679 with t-statistics value of 11.468, which is more than 1.96. It means that employee engagement variable has positive and significant effects on the employee performance. It also means that the increase of employee engagement will increase the employee performance. Statistically, it can be said that 1% increase of employee engagement will increase the employee performance by 0.679%.

This result is also supported by previous study of Handoyo (2017) and Wicaksono (2019), which indicate that employee engagement has positive and significant effect on the employee performance. So, the fifth hypothesis (H5) is proven and can be accepted in this study.

Effect of Leadership variable on performance

From the result of statistical test, it is found that coefficient value of leadership effect on the employee performance is 0.184 with t-statistics value of 2.386, which is more than 1.96. It means that leadership variable has positive and significant effects on the employee performance. It also means that the increase of leadership will increase the employee performance. Statistically it can be said that 1% increase of leadership will increase the employee performance by 0.184%.

This result is also supported by previous study of Alvionita (2023), Tintin (2010) and Hutahuruk (2015), which states that leadership style has significant effect on the employee performance. So, the sixth hypothesis (H6) is proven and can be accepted in this study.

Indirect Effect between the Variables

In this study model, there are four variables which has indirect relationship, namely 1) effect of work life balance on employee performance via employee engagement, 2) effect of work life balance on employee performance via leadership, 3) effect of employee engagement on employee performance via leadership, 4) effect of work life balance on leadership via employee engagement.

There are variables that have significant effect based on indirect effect, namely: 1) effect of work life balance on employee performance via employee engagement, with path coefficient value of 0.353 and t-statistics value of 5.942. It means that employee engagement become the mediator variable of work life balance variable in affecting the employee engagement. 2) effect of work life balance on leadership via employee engagement with path coefficient value of 0.219 and t-statistics value of 3.465. It means that employee engagement become the mediator variable of work life balance variable in affecting the leadership.

There are also results of insignificant effect in this study, namely 1) indirect effect of employee engagement on the employee performance via leadership that has path coefficient value of 0.077 and t-statistics value of 1.939, and 2) indirect effect of employee work life balance on the employee performance via leadership which has path coefficient value of 0.057 and t-statistics value of 1.886.

Managerial Implications

In general, managerial implication is that issuance of the government regulation in the form of Regulation of Minister of Health of Republic of Indonesia No. 9 Year 2020 Chapter 3 Article 13 paragraph 1a regarding Guidance on Large Scale Social Restriction for the Acceleration of Coronavirus Disease (COVID-19) Mitigation, which cause the emerge of hybrid working model in many companies in Indonesia. The managerial implications from the view of short and long term plannings are can be seen in the following Table 4.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Perception of employee on work life balance, leadership, employee engagement and performance in this study is defined with high values. Among the four factors that had been analysed, performance obtained the highest score and it proved that effectivity of employee performance is very good or significant in the hybrid working model.

The leadership has a significant effect on the employee performance. The leadership has positive role in the hybrid working model so that the employees can carry out their roles very well and can be the source of information to develop the employees.

Table 4. Managerial Implication

Planning	Implication
Short term 1–3 years	<p>Working culture: hybrid working mode is started to be formed where both company and employee adapt themselves and make effective working model and become a working culture.</p> <p>Operational cost: Company can reduce their operational cost like cost for lease of building/office. Hybrid working model uses less space and a smaller number of employees related to cleaning service or office boy that can be reduced because of reduced working load; number of security system like CCTV need to be increased; electricity and water can be reduced. Working space can be altered to open space to make WFO become more comfortable. The company provides internet benefit for employees and review the transportation benefit.</p> <p>Health: providing the knowledge on how to ergonomically work at home to avoid bad habits that can cause long term sickness.</p> <p>Communication: the shift of communication value that need to be prepared either offline or online. An open working space will improve the relation among the employees and will help the adaptation for new employee when they work at the office (WFO).</p> <p>Technology: need periodical technology update to fit the requirement of hybrid working model such as advance and fast online meeting application, real time dashboard owned by company that accessible from anywhere, including e-learning.</p> <p>System: keep updating the working system to meet current trend and condition, for example security system for data privacy, periodically review the policies.</p> <p>Competencies: improving human resource competencies so they can use current technologies and helping employee performance to meet company goals.</p>
Long term (more than 3 years)	<p>Value: hybrid working model is achieved both by company and employees. This value can be sold by the company as Employee Value Proposition and can be part of a retention strategy or a recruitment strategy. Working in a hybrid model is a tangible value both for company and employees.</p> <p>Cost can be saved from the office procurement because number of working employees can be well-managed and the cost can be allocated in other form of investment, and it can be saved at least 30% of office space (McKinsey, 2020).</p> <p>Long term system is formed. Policies and better HRIS applications are provided by the company.</p> <p>Technology for data privacy protection: hybrid working model that allow the employees to work from anywhere requires the company to increase security of data privacy to avoid any data leakage. Company will adopt artificial intelligent to make easier tools/system.</p> <p>E-learning: providing more e-learning applications that is required by the employees, which further can improve their knowledge and skill.</p> <p>Maturity & leadership: employees can learn to manage and distinguish personal and professional issues during WFH and maintaining the work passion and discipline during WFO. Improving competencies related to skill of using current technologies owned by the company also improve the leadership that will focus to result and task.</p>

Work life balance variable has no significant effect on employee performance, which means that the improvement of work life balance will not likely to cause significant change on the employee performance.

In the hybrid working model, work life balance becomes very positive and it improves the engagement of employees to the company. Further, employee engagement has positive and significant effects on the employee performance. It means that the increase of employee engagement will increase the employee performance. Scenario of working model effectivity in the future is optimistic, wherein the company and employees can carry out hybrid working model together by setting the regulations in more detail in its

operational and providing facility and benefit required by the employees. In addition, hopefully the company can keep increasing their capability and also their employee's literacy in using new technology so it can help the employee to be more productive.

Recommendations

Recommendation for further study is how to create compensation and benefit strategies for company who implement the hybrid working model, so both company and employees can obtain benefit and still have good performance and keep improving. In addition, the study should be conducted outside JABODETABEK area to see the dynamic and the need of hybrid

working. The study should need to be conducted in non FMCG industries such as banking, service, finance & technology, etc. Further, the study can be conducted on communication model and company leadership that can be applied to support the companies using hybrid working model.

Recommendation for company is, based on the data of study and interview with the respondents it is found that employee is fully support the hybrid working model but they want a review on the internet benefit and overtime during WFH. In addition, since the limitation of the agglomeration area is not clear the employees suggest to limit it by maximum distance or the location of work can be in any area.

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