

## Analysis of Hybrid Work Model on Employee Performance Through Work Life Balance

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### ABSTRACT

This study aims to determine the effect of hybrid work systems on employee performance through work life balance in the insurance services industry in Batam City. With data collection that has been done through the distribution of questionnaires in Batam City involving 264 respondents, with the majority of men aged 18-25 years, with a high school / vocational high school education background, working as staff. The results of the hypothesis testing indicate that work life balance can be supported by the implementation of a hybrid work model. However, increasing this work life balance does not always contribute directly to improving employee performance. Further research is recommended to identify other factors or variables that can provide new insights in explaining the impact of hybrid work systems on employee performance.

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## Introduction

The hybrid working trend has emerged as a significant issue during and after the pandemic. The option for flexible working, particularly through remote work and hybrid work, should be highlighted as a solution for balancing work and life [1]. The hybrid work



system typically involves split workdays where employees can choose their schedule for either office work or remote work. Research on the underlying mechanisms indicate that a hybrid work model could provide the "best of both worlds," enabling employees to achieve a healthier work-life balance while maintaining connection with their colleagues [2]. At the same time, it is possible that companies may decide to support a hybrid work schedule [3], which can ultimately benefit those with significant responsibilities and decision-making power [4]. Another study observed that the transition to the pandemic era, where all employees worked remotely continuously, had a negative impact on performance. It has also sparked a global debate between employees and employers, with workers emphasizing the need for flexibility, while many leading employers remain skeptical [5].

According to [6] Work-life balance refers to a self-determined state of well-being where individuals can effectively fulfill their responsibilities at work, home, and in the community. It promotes physical, emotional, familial, and social health, and is achieved without feelings of distress, sadness, or adverse impacts. For millennials, work-life balance emphasizes the ability to meet personal life needs through their professional endeavors [7]. Work-life balance is crucial for organizations to implement in order to improve employee productivity [8]. Work-life balance is subjective, varies from person to person, and depends on how an individual perceives their competence in balancing work and other responsibilities. [9]. This ensures that employees feel comfortable and organized in completing their tasks without pressure from the company, which could negatively impact their performance. [10]. Work-life balance refers to an individual's ability to align work obligations with personal and family responsibilities [11]. Prior to the pandemic, most employees often had high mobility, which wasted time and resulted in significant physical and mental strain. Employees needed to meet their social status within their home and family [12].

Employees are one of the most valuable assets of a company, not only for their productivity but also for the quality of their work. Therefore, due to their consistency, Human Resource activities deserve significant attention within the framework of the company [13]. The digital transformation has led to some employees being unable to maximize their performance quality [14]. Other studies have also shown that hybrid work impacts employee motivation, indicating that hybrid work is highly popular among employees and can enhance their motivation [15]. Performance assessments can be used to evaluate how well an employee carries out their duties [16]. Efficiency (performance) refers to the quality and quantity of work done by employees during the execution of their tasks [17]. Employee performance is defined as the contribution to the company's overall achievements in the context of resource utilization and needs to be measured with quality metrics [18].

Based on previous research, although the hybrid work model has a significant impact on work-life balance (WLB), WLB does not have a significant effect on employee performance. Further research is needed to understand the factors that may hinder WLB from influencing employee performance, and whether there are other variables acting as mediators or moderators in this relationship. This study was conducted at BKAD in Barru Regency, which may have specific organizational characteristics and job types. Future research could explore whether similar results apply to other organizations with different job types to ensure the generalizability of the findings [19]. The novelty of this research lies in the exploration of the hybrid work model specifically within the context of the corporate sector and how work-life balance functions as a mediator to enhance employee performance. This study offers a fresh perspective by evaluating how flexibility in the hybrid model not only directly impacts performance but also improves employees' quality of life. The findings are expected to provide practical insights for companies in designing more effective and human-centered hybrid work policies. The results of this study are expected to provide practical contributions



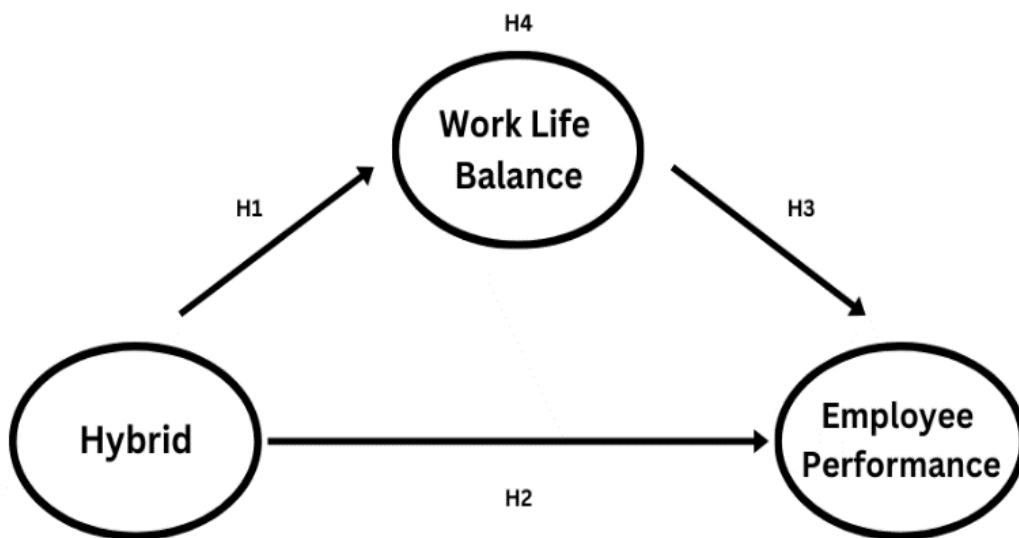
in designing hybrid work model policies that not only support employees' work-life balance but also enhance their productivity. Furthermore, these findings could serve as a foundation for organizations across various sectors to understand how contextual elements influence the effectiveness of work-life balance in improving performance. This can help tailor human resource management approaches to meet specific needs and requirements.

Working from home can impact employees' work-life balance both positively and negatively. Work-life balance is shaped by clear standards tied to individual values and life priorities. However, working from home can blur the lines between professional and personal life, making it challenging to distinguish work hours from family time. Conversely, remote work can enhance work-life balance if employees can effectively manage their time. Employees working from home enjoy greater flexibility, which can lead to a better balance between their career and personal life [20]. The work-from-home scheme has become a popular strategy adopted by companies for both permanent and prospective employees. This arrangement allows employees to better balance their time between professional responsibilities and household duties. Employees can complete office or company tasks while simultaneously managing their daily household activities [21]. On the other hand, when employees are able to manage their time effectively, working from home can have a positive impact on their work-life balance. Remote work offers greater flexibility, which can lead to a healthier balance between career and personal life [22].

To enhance employee performance, various factors come into play, with this study emphasizing the role of work-life balance. Work-life balance refers to an individual's capacity to manage work demands alongside personal and family obligations. It is essential for individuals to maintain balance while fulfilling their responsibilities both within the organization and outside of it. Employees with a better work-life balance are more likely to experience improved performance [23]. Employee performance is crucial for a company's success in achieving its business objectives. Companies continuously strive to optimize

employee performance by involving them in the process of achieving company goals [24]. The hybrid work model offers employees flexibility and freedom to control their working hours and locations, which influences how they communicate, interact, and collaborate in the workplace [25]. Work-life balance is defined as "the extent to which an individual is satisfied with the performance of all important tasks in their life," including but not limited to work. One way to enhance harmony within a person is by helping them keep their priorities in the right place[26].

**Research Model**



Source: Author’s own

**Figure 1.** Research Model

Based on the previous analysis results, the findings are as follows:

H1 : Hybrid work positively influences work life balance.

H2 : Hybrid work positively impacts employee performance.



H3 : Work life balance positively affects employee performance.

H4 : The positive impact of hybrid work on employee performance is mediated by work life balance.

## Method

The data used in this analysis is primary data, which is gathered from individuals being studied [27]. To collect the data, a questionnaire will be distributed directly to respondents through Google Forms. In this study, the questionnaire is distributed to residents of Batam City, with the selected respondents being those working in the insurance services industry. The number of respondents that have been collected is around 264 people. The research method used for sampling, with the indicators obtained, follows the guidelines proposed by Hair et al. Hair et al. suggest that the sample size should be approximately six times the number of items used in the study if the population size is unknown [28]. In this study, there are 18 indicators, and multiplying this by a factor of 10 gives an estimated minimum sample size of 180 respondents. This study focuses on the insurance services industry due to its unique challenges related to work-life balance and employee performance. Using a hybrid model, the study aims to analyze how work-life balance affects employee performance in the insurance services industry, considering the importance of this factor in enhancing productivity and job satisfaction. The research employs a sampling method, where the researcher systematically selects a small number of individuals from a larger population to be studied or tested. The goal of this sampling is to study the relationship between the distribution of variables in the selected population and the distribution of similar variables in the research sample [29].

## Results and Discussion



**Table 1.** Demographics

Characteristic		Amount	Percentage
Gender	Man	154	58,30%
	Woman	110	41,70%
Age	18-25 Years	218	82,50%
	26-35 Years	41	15,50%
	36-45 Years	5	2%
	> 45 Years	0	0%
Last Education	SMA/SMK	201	76%
	D3	56	21%
	S1	7	3%
	S2/S3	0	0%
Work	Staff	216	81,81%
	Supervisor	36	13,63%
	HRD	6	2,20%
	Manager	5	2%
	Director	1	0,37%
Monthly Income	Rp4.500.000-Rp5.500.000	189	71,60%
	Rp5.500.000-Rp6.500.000	54	20,45%
	Rp6.500.000-Rp7.500.000	15	5,68%
	>Rp7.500.000	6	2,27%

Source: Research Analysis, 2024

This study involved 264 respondents. Based on Table 1, the majority of the questionnaire data collected came from male respondents, totaling 154 individuals (58.30%), while female respondents accounted for 110 individuals (41.70%). In terms of age, respondents were predominantly aged 18-25 years (82.50%), followed by 26-35 years (15.20%) and 36-45 years (2%). This data indicates that the respondents represent various generations. Regarding the highest level of education, most respondents were high school or vocational school graduates, totaling 201 individuals (76%), followed by diploma holders (D3) with 56 respondents (21%) and bachelor's degree holders (S1) with 7 respondents (3%).

Furthermore, in terms of job positions, the majority of respondents were staff members, totaling 216 individuals (81.81%), followed by supervisors with 36 respondents (13.63%), HR personnel with 6 respondents (2.20%), managers with 5 respondents ( 2%), and directors with 1 respondent (0.37%). Finally, in terms of monthly income, most respondents earned between IDR 4,500,000 and IDR 5,500,000, accounting for 189 individuals (71.60%). This was followed by those earning IDR 5,500,000–IDR 6,500,000 with 54 respondents (20.45%), IDR 6,500,000–IDR 7,500,000 with 15 respondents (5.68%), and above IDR 7,500,000 with 6 respondents (2.27%).

**Table 2.** Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.971	33.2	31.171	5.971	33.171	33.171
2	2.56	14.2	47.395			
3	1.265	7.03	54.42			

Source: Research Analysis, 2024

The purpose of the Common Method Variance (CMV) test is to identify potential bias that may arise from the measurement methods used, ensuring the integrity, reliability, and validity of the data being analyzed. Based on the results from Table 2, the percentage of variance explained by the first factor is 33.171%. This value is significantly below the commonly accepted threshold of 50% (<50%), which indicates that no single factor dominates the variance in the data. This suggests that the measurements reflect multiple constructs rather than being influenced predominantly by a single source, thereby demonstrating the robustness of the data collection method. Thus, it can be concluded that the data is free from common method bias, ensuring that the relationships among the research variables are not artificially inflated or distorted. The impact of the measurement method on



the variables is minimal, meaning the results of the analysis are both valid and reliable, providing a solid foundation for interpreting the study's findings with confidence.

**Table 3.** Outerloading

	<b>Employee Performance</b>	<b>Hybrid</b>	<b>Work Life Balance</b>
EP_1	0.681		
EP_2	0.722		
EP_3	0.722		
EP_4	0.648		
EP_5	0.789		
HB_1		0.843	
HB_2		0.825	
HB_5		0.753	
HB_8		0.831	
WB_1			0.779
WB_3			0.857
WB_4			0.764
WB_5			0.883

Source: Research Analysis, 2024

According to [30] indicators with insignificant outer loading values should be removed, while indicators with low but significant outer loading values below 0.5 should be considered for removal unless there is strong theoretical justification for their inclusion. Based on the results presented in Table 3, all indicators for the employee performance variable exhibit outer loading values exceeding 0.5. This indicates that these indicators effectively measure the employee performance construct, thus meeting the criteria for convergent validity. For the hybrid work variable, the indicators HB\_1, HB\_2, HB\_5, and HB\_8 also demonstrate outer loading values above 0.5, confirming their ability to accurately reflect the hybrid work construct. These indicators provide sufficient evidence of convergent validity, strengthening their inclusion in the model. In contrast, for the work-life balance

variable, most indicators (WB\_1, WB\_3, WB\_4, and WB\_5) meet the threshold for convergent validity with outer loading values above 0.5. However, the indicator WB\_2, HB\_3, HB\_4, HB\_6, HB\_7 has an outer loading value below 0.5, which does not satisfy the criteria. This suggests that five indicator has a weak correlation with the work-life balance construct and may not contribute significantly to the validity of the measurement model. Consequently, it should be considered for removal unless there is strong theoretical support or practical justification for its inclusion. Overall, these findings from the outer loading table confirm the validity of the retained indicators for their respective constructs, ensuring that they meaningfully represent the underlying theoretical dimensions. This process enhances the reliability of the measurement model and ensures that the results of subsequent analyses are robust and interpretable.

**Table 4.** Reability and Validity

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Employee Performance	0.761	0.838	0.510
Hybrid	0.829	0.887	0.662
Work Life Balance	0.839	0.893	0.676

Source: Research Analysis, 2024

Cronbach's alpha is a widely used measure of internal consistency that evaluates the reliability of a construct by assessing the interrelatedness of its indicators. Based on the results in Table 4, all variables in this study, including employee performance, hybrid work, and work-life balance, exhibit Cronbach's alpha values greater than 0.6, indicating that the items within each construct consistently measure their respective latent variables. Similarly, the composite reliability (CR) values for these variables also exceed 0.6, further confirming

the reliability of the constructs. Composite reliability, which accounts for the varying contributions of each indicator to the construct, provides a more nuanced reliability measure and corroborates the findings from Cronbach's alpha. Additionally, the validity of the constructs is supported by the Average Variance Extracted (AVE) values. AVE assesses the degree to which a construct captures the variance of its indicators relative to measurement error. A minimum AVE value of 0.50 or higher is required to ensure that the construct explains at least 50% of the variance of its indicators, signifying adequate convergent validity [31]. According to the results, all variables have AVE values exceeding 0.5, indicating that they effectively represent their underlying theoretical constructs and meet the criteria for convergent validity. These findings demonstrate that the measurement model satisfies the key criteria for reliability and validity. The high reliability ensures that the constructs are measured consistently, while the strong convergent validity confirms that the constructs capture their intended dimensions. This robust measurement foundation enhances the credibility and interpretability of the structural model and subsequent analyses.

**Table 5.** Fornell-Larcker Criterion

	<b>Employee Performance</b>	<b>Hybrid</b>	<b>Work Life Balance</b>
Employee Performance	0,714		
Hybrid	0,507	0,814	
Work Life Balance	0,376	0,800	0,822

Source: Research Analysis, 2024

The Fornell-Larcker criterion is a widely used approach for assessing discriminant validity in a measurement model. According to this criterion, the square root of a construct's Average Variance Extracted (AVE) should be greater than its highest correlation with any other construct. This ensures that the construct shares more variance with its own indicators than it does with indicators of other constructs [32]. Based on the results presented in Table

5, the employee performance variable meets this criterion. The square root of its AVE value is higher than its correlations with other variables, confirming that it is distinct from the hybrid work and work-life balance constructs. This indicates strong discriminant validity for the employee performance variable, ensuring that it reliably measures its intended theoretical construct without significant overlap with other variables. Similarly, the hybrid work variable adheres to the Fornell-Larcker discriminant validity standard. Its square root AVE value surpasses the correlations it has with other variables in the model. This confirms that the hybrid work construct is well-defined and does not significantly overlap with employee performance or work-life balance, further supporting the robustness of the measurement model. The work-life balance variable also satisfies the Fornell-Larcker criterion. Its square root AVE value is greater than its highest correlation with other constructs, demonstrating that it is a distinct and valid measure within the model.

**Table 6.** Crossloading

	<b>Employee Performance</b>	<b>Hybrid</b>	<b>Work Life Balance</b>
EP_1	0.681	0.376	0.301
EP_2	0.722	0.390	0.295
EP_3	0.722	0.326	0.217
EP_4	0.648	0.236	0.135
EP_5	0.789	0.435	0.341
HB_1	0.407	0.843	0.688
HB_2	0.406	0.825	0.669
HB_5	0.533	0.753	0.524
HB_8	0.314	0.831	0.718
WB_1	0.338	0.625	0.779
WB_3	0.358	0.690	0.857
WB_4	0.251	0.599	0.764
WB_5	0.287	0.712	0.883

Source: Research Analysis, 2024

The purpose of cross-loading analysis is to assess the extent to which an indicator is strongly correlated with its respective construct compared to other constructs, thereby evaluating discriminant validity. Discriminant validity ensures that each construct in the model is distinct and measures a unique concept. This approach highlights the exclusivity and precision of indicators in reflecting their intended latent variables [32]. In this study, as summarized in Table 6, the cross-loading analysis reveals that the employee performance variable (EP) demonstrates strong discriminant validity. Indicators EP\_1 to EP\_5 are deemed valid, with most of their values exceeding the threshold of 0.7, signifying a strong correlation with the employee performance construct. Although EP\_1 and EP\_4 have loadings slightly below 0.7, they are still considered valid because their loadings are higher for the employee performance construct than for hybrid work or work-life balance. This indicates that these indicators primarily reflect the employee performance variable and not other constructs, upholding discriminant validity. For the hybrid work variable (HB), eight indicators (HB\_1 to HB\_8) were evaluated. Among these, four indicators demonstrate loadings exceeding 0.7, confirming their strong association with the hybrid work construct. This ensures that the indicators effectively capture the nuances of the hybrid work variable, differentiating it from other constructs. Similarly, the work-life balance variable (WB) is supported by five indicators (WB\_1 to WB\_5), with four of them exhibiting loadings above 0.7. This finding underscores that these indicators robustly represent the work-life balance construct while maintaining sufficient separation from hybrid work and employee performance variables. Cross-loading analysis complements the Fornell-Larcker criterion by further validating discriminant validity. This is achieved by comparing the strength of each indicator's relationship with its associated construct against other constructs. The results confirm that the model achieves strong discriminant validity, as each indicator is more strongly correlated with its own construct than with others [33].

**Table 7.** Heterotrait-Monotrait Ratio (HTMT)

	<b>Employee Performance</b>	<b>Hybrid</b>	<b>Work Life Balance</b>
Employee Performance			
Hybrid	0.625		
Work Life Balance	0.450	0.956	

Source: Research Analysis, 2024

The Heterotrait-Monotrait Ratio (HTMT) test is a modern and rigorous approach to assess discriminant validity in structural equation modeling. For discriminant validity to be achieved, all HTMT values should ideally be below 1. However, to minimize measurement errors and provide a more robust test, a stricter threshold of 0.90 is often applied. This ensures a higher level of discriminant validity, indicating that constructs are well-differentiated. Based on the results in Table 7, two values meet the HTMT criterion, as they are below the 0.90 threshold. This indicates that the constructs involved in these relationships exhibit excellent discriminant validity, meaning they are distinct from one another and not overly correlated. However, one value exceeds 0.90, which suggests a potential issue with discriminant validity for that specific construct pair. This higher HTMT value indicates that the two constructs may share significant overlap or are not sufficiently differentiated. In practice, if a construct pair fails the HTMT threshold, further investigation is necessary to determine the source of the overlap. This may involve examining the theoretical framework, refining the measurement items, or revisiting the constructs' definitions to ensure they represent distinct concepts.

**Table 8.** Hypotesis Testing

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
HB -> EP	0.574	0.585	0.124	4.629	0.000
HB -> WB	0.800	0.803	0.025	32.285	0.000
WB-> EP	-0.083	-0.088	0.135	0.614	0.540

Source: Research Analysis, 2024

According to [34], hypothesis testing serves as a critical method for determining the significance and strength of proposed relationships within a research model. A hypothesis is considered significant and impactful if the T-statistic exceeds 1.96 and the P-value is below the 0.05 threshold. When these criteria are met, the null hypothesis (Ho) is rejected in favor of the alternative hypothesis (Ha), providing statistical evidence that supports the relationship being tested.. Tables 8 and 9 present the test results, highlighting the statistical significance and influence of the proposed relationships.

#### H1. Effect of Hybrid on Employee Performance

The analysis results demonstrate that the hybrid work model has a significant and positive influence on overall employee performance. This conclusion is supported by a T-statistic value exceeding the critical threshold of 1.96 and a P-value below 0.05, both of which confirm the statistical significance of the relationship. These findings indicate that implementing a hybrid work model effectively enhances employee performance, as hypothesized at the outset of the study. This result aligns with the initial theoretical assumptions and provides empirical evidence supporting the notion that hybrid work arrangements, which combine in-office and remote work flexibility, can create a conducive environment for improving employee productivity, efficiency, and satisfaction. The ability to balance work tasks across different settings may allow employees to optimize their time and resources, ultimately leading to better performance outcomes. Furthermore, these findings are consistent with prior research conducted on BKAD personnel in Barru Regency,



which reported similar results. The congruence of these findings across different contexts and populations strengthens the validity and reliability of the results, suggesting that the positive effects of hybrid work models on employee performance may be generalizable across diverse work settings.

## H2. Effect of Hybrid on Work Life Balance

The analysis results reveal that the hybrid work model significantly and positively impacts both employee performance and work-life balance. Specifically, the effect on employee performance is evidenced by a T-statistic value exceeding the critical threshold of 1.96 and a P-value below 0.05, confirming the relationship's statistical significance. Similarly, the analysis of the second hypothesis shows that the hybrid work model exerts a strong and significant influence on work-life balance, as demonstrated by comparable statistical outcomes. These findings indicate that adopting a hybrid work model not only enhances employees' ability to perform their tasks efficiently but also supports their ability to maintain a healthy balance between professional and personal responsibilities. The flexibility inherent in hybrid work arrangements enables employees to manage their work schedules more effectively, reducing work-life conflicts and promoting a sense of well-being. By allowing employees to work remotely while still engaging in office-based activities when necessary, hybrid models create opportunities for individuals to align their work commitments with personal needs and obligations. The findings are consistent with prior research conducted on BKAD employees in Barru Regency, where similar positive effects on work-life balance were observed. The alignment of results across different studies enhances the reliability and generalizability of these conclusions, suggesting that hybrid work models are effective across various organizational and cultural contexts.

## H3. Effect of Work Life Balance on Employee Performance



The results of the analysis indicate that the work-life balance model does not have a significant or substantial impact on employee performance. This conclusion is supported by a T-statistic value that falls below the critical threshold of 1.96 and a P-value exceeding 0.05, indicating the absence of a statistically significant relationship between the two variables. Consequently, the third hypothesis, which posits that the work-life balance model significantly influences employee performance, is not supported by the data. This finding suggests that while maintaining a balance between work responsibilities and personal life is essential for employee well-being, its direct effect on performance outcomes may not be as pronounced as anticipated. It is also possible that employees with a satisfactory work-life balance may prioritize overall job satisfaction and mental health over performance metrics, leading to less observable direct effects on measurable performance outcomes. Interestingly, these results align with prior research conducted on BKAD employees in Barru Regency, where a similar lack of significant impact was observed. The consistency of these findings across different studies enhances their validity, suggesting that the relationship between work-life balance and employee performance may be more complex and influenced by contextual factors unique to specific workplaces or populations.

**Table 9.** Specific Indirect Effects

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
HB -> WB-> EP	-0.066	-0.071	0.109	0.609	0.543

Source: Research Analysis, 2024

#### H4. Effect of Hybrid on Employee Performance through Work Life Balance

The analysis results indicate that the hybrid work model, when mediated through work-life balance, does not have a significant impact on employee performance. This

conclusion is evidenced by a T-statistic value below the critical threshold of 1.96 and a P-value exceeding 0.05, confirming the absence of a statistically significant indirect relationship. Consequently, the fourth hypothesis, which posited that the integration of work-life balance would enhance the effect of the hybrid work model on employee performance, is not supported by the data. These findings suggest that while hybrid work arrangements and work-life balance may independently influence employee performance, their combined or mediated effects do not significantly contribute to performance improvements. One possible interpretation is that the benefits of hybrid work on employee performance are already realized directly, leaving little room for additional enhancement through work-life balance. Alternatively, other mediating variables, such as organizational support, employee motivation, or job resources, might play a more critical role in linking hybrid work and employee performance than work-life balance alone. Interestingly, this result aligns with prior research conducted on BKAD employees in Barru Regency, where a similar lack of significant mediated effect was observed. The consistency of these findings across different studies strengthens their reliability and suggests that the dynamics between hybrid work, work-life balance, and performance may depend on contextual or environmental factors specific to particular organizations or workforce demographics.

**Table 10.** R Square

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	
EP	0.26	0.275	Weak
WB	0.641	0.645	Moderate

Source: Research Analysis, 2024

R-Square assesses the proportion of variance explained in each endogenous construct, serving as a measure of the model's explanatory power. According to [35], R-Square values of 0.75, 0.50, and 0.25 are categorized as strong, moderate, and weak,

respectively. As shown in Table 10, the employee performance variable has an R-Square and Adjusted R-Square value of 0.25, indicating weak explanatory power. In contrast, the work-life balance variable shows moderate explanatory power, with a value exceeding 0.50. An R-Square value greater than 0.75 would be considered strong.

## Discussion

This study reveals that the implementation of a hybrid work model positively and significantly impacts employee performance in the insurance sector. These findings align with the initial theory suggesting that the hybrid model, which combines in-office and remote work, enhances employee productivity, efficiency, and job satisfaction. By creating a more comfortable and flexible working environment, this model fosters creativity and allows employees to better manage their time and resources, ultimately improving performance [36]. Additionally, the hybrid work model supports work-life balance, enabling employees to manage professional and personal responsibilities more effectively. These results are consistent with previous research on BKAD employees in Barru Regency, which demonstrated that hybrid work models improve employee well-being without compromising performance.

However, the study also indicates that while work-life balance is crucial for employee well-being, it does not significantly contribute to improving employee performance within the insurance industry. Work-life balance primarily impacts job satisfaction and mental health, but its direct influence on measurable performance metrics is limited. Furthermore, the mediating effect of work-life balance does not significantly enhance the relationship between hybrid work models and employee performance. This suggests that the direct benefits of hybrid work on performance have already been realized, reducing the necessity for mediation through work-life balance. These findings highlight the potential importance of other factors such as organizational support, employee motivation,



or job resources in strengthening the link between hybrid work models and performance outcomes.

## Conclusion

This study found that the implementation of the hybrid work model offers significant benefits for employee careers and enhances work-life balance. However, the results also reveal that although work-life balance can be improved through the hybrid work model, this improvement does not always directly impact employee performance. This suggests that, despite the tangible benefits of implementing the hybrid work system in the insurance services industry, enhanced work-life balance does not automatically lead to improved employee performance. In relation to this, employees have expressed complaints about the existence of work-life balance, where if individuals spend time with their families, it can lead to conflicts such as being chased by deadlines and having to rush to complete their work on time, which may not necessarily be of high quality [37]. To maximize the benefits of the hybrid work model, it is recommended that companies provide additional training to help employees manage their time effectively. This training aims to ensure that employees can fully leverage the advantages of the hybrid work system and ultimately improve their performance. Furthermore, further research is needed to identify other factors or variables that may provide new insights into explaining the impact of hybrid work on employee performance.

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