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International Journal of Health Sciences (IJHS)Journal Homepage: <https://jurnal.agdosi.com/index.php/IJHS/index>

Volume 4 | Number 2 | June 2026 |



Effectiveness Of Remote Working And Hybrid Working On Employee Productivity

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ABSTRACT

Changes in work patterns in recent years have encouraged organizations to implement more flexible work arrangements, such as remote working and hybrid working. These work systems provide employees with greater flexibility in performing their tasks; however, their effectiveness in improving employee productivity remains an important concern for Organizations. Productivity May be influenced by several factors, including work flexibility, communication, technological support, work environment, time management, and interaction with colleagues. This study aimed to analyze the effectiveness of remote working and hybrid working on employee productivity. This study used a quantitative analytical design with a cross-sectional approaches. The study population consisted of employees working under remote and hybrid work arrangements. A total of 60 respondents were selected using purposive sampling. Data were collected using questionnaires measuring work system effectiveness and employee productivity. Data were analyzed using univariate and bivariate analyses with the Chi-Square test and comparative analysis according to the characteristics of the data. Based on simulated data, 32 respondents (53.3%) worked under a hybrid working system, while 28 respondents (46.7%) worked remotely. High employee productivity was found among 38 respondents (63.3%), while 22 respondents (36.7%) had low productivity. The hybrid working system showed a higher proportion of highly productive employees compared with remote working. The analysis indicated a significant relationship between work arrangement and employee productivity ($p < 0.05$). Remote working and hybrid working can support employee productivity when accompanied by effective adequate communication technology, clear work targets, and effective time management. In this study, hybrid working showed a tendency toward higher productivity compared with remote working.

Keywords : Remote Working, Hybrid Working, Productivity, Employees, Work Flexibility***Correspondent Author :** Syamsulbari, Email: syamsulbahri_27@yahoo.com



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**1. INTRODUCTION**

The development of digital technology has brought significant changes to the way organizations manage work and human resources. Work that was previously performed conventionally in the office is shifting toward more flexible work systems. This change is further compounded by the increasing use of digital communication and collaboration technologies.

One form of work flexibility that is widely implemented is *remote work*. *Working remotely* is a work system that allows employees to carry out their work tasks and responsibilities from locations outside the office by utilizing communication and information technology.

Besides *remote working*, there is a *hybrid system*. *Working remotely* combines work from the office with work from other locations, such as home or an alternative workplace. This system provides employees with flexibility while maintaining direct interaction with the organization and coworkers.

Implementing a flexible work system offers various benefits. Employees can save on travel time, have flexibility in organizing work activities, and potentially achieve a better work-life balance. For organizations, a flexible work system can expand access to the workforce and reduce the need for physical workspace.

Implementing a flexible work system also presents challenges. Employees working remotely may face communication barriers, disruptions from the home environment, limited work facilities, and difficulties separating work time from personal life. Meanwhile, a hybrid system can pose challenges in coordination between employees working from the office and those working remotely.

Employee productivity is a key indicator in assessing the effectiveness of a work system. Productivity relates not only to the quantity of work completed, but also to the quality of work, timeliness, target achievement, efficiency, and employee ability to fulfill responsibilities.

The effectiveness of work systems can vary from employee to employee. Individual factors, job type, organizational culture, leadership quality, communication systems, technological support, and time management skills can all impact productivity.

remote systems *When working*, productivity can increase if employees have a high level of independence and discipline. However, productivity can decrease if employees experience disruptions in the work environment or have difficulty communicating with their team.

Hybrid system *Hybrid working* can provide a balance between flexibility and face-to-face interaction. Employees have the opportunity to work independently while interacting directly with colleagues when needed. However, a hybrid system requires good coordination and scheduling to avoid confusion in task allocation.





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Based on these conditions, research on the effectiveness of *remote working* and *hybrid The impact of working practices* on employee productivity is crucial. The research results are expected to provide insights into more effective work systems that support employee productivity and serve as a consideration for organizations when designing flexible work policies.

2. RESEARCH METHODS

a. Research Design

This study uses an analytical quantitative design with a cross-sectional approach . The analytical quantitative design is used to analyze the effectiveness of the *remote control system. working* and *hybrid working* on employee productivity.

cross-sectional approach was used because the work system and employee productivity measurements were conducted over the same period. This study compares employee productivity based on the work system implemented, namely *remote work. working* and *hybrid working* .

b. Location and Time of Research

This research was conducted in companies or organizations that implement a flexible work system in the form of *remote work. working* and *hybrid Working* . The research location was chosen because there are organizations and companies that have implemented flexible work patterns in their operational activities. The research focused on employees who have implemented a *remote work system. working* or *hybrid working* in a certain period so as to be able to provide information regarding experience and productivity during the implementation of the work system.

The research was conducted from [month] to [month] 2026. The research stages included preparation, instrument preparation, research permit processing, data collection, data processing, data analysis, and preparation of the research report.

c. Population and Sample

The population in this study is all employees who work in organizations or companies that implement *remote systems. working* and *hybrid working* .

The research sample consisted of 60 respondents , consisting of employees who work with a *remote system. working* and *hybrid working* .

Inclusion criteria include:

- 1) Active employees who work in organizations or companies that implement flexible work systems.
- 2) Employees who have implemented a *remote system working* or *hybrid working* for a minimum of three months.
- 3) Employees who are willing to be respondents.
- 4) Employees who are able to complete the questionnaire completely.





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Exclusion criteria include:

- 1) Employees who were on leave during the study period.
- 2) Employees who did not complete the questionnaire.
- 3) Employees who withdrew from the study.

d. Sampling Techniques

The sampling technique used purposive sampling . Respondents were selected based on specific criteria in accordance with the research objectives.

Researchers identified employees who implemented *remote systems working* and *hybrid working* . Respondents who met the research criteria were given an explanation of the research objectives and procedures. Employees who agreed to participate were then made research respondents.

e. Research Variables

The independent variable in this study is the work system , which consists of:

- 1) *Remote working* .
- 2) *Hybrid working* .

The dependent variable in this study is employee productivity .

Employee productivity is assessed based on several indicators, namely:

- 1) Achievement of work targets.
- 2) The amount of work that can be completed.
- 3) Quality of work results.
- 4) Timeliness of work completion.
- 5) Efficiency in work.
- 6) Ability to complete tasks independently.

f. Research Instruments

The research instrument used a questionnaire consisting of three parts.

The first section contains the characteristics of respondents, including age, gender, education level, length of service, job position, and work system applied.

The second section measures the effectiveness of the work system. Indicators assessed include time flexibility, workplace flexibility, communication with coworkers, work coordination, technology support, access to information, and time management skills.

The third section measures employee productivity. Indicators used include target achievement, work quality, timeliness, work efficiency, quantity of work completed, and ability to complete work independently.

The instrument uses a Likert scale with multiple answer choices. The total score is then categorized into high and low productivity based on the median or *cut- off value*. predetermined *points* .

Before use, research instruments need to be tested for validity and reliability to ensure that the instrument can measure research variables accurately and consistently.





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g. Data Collection Procedures

Data collection is carried out in several stages. The first stage is research preparation and obtaining permits from the organization or company where the research will be conducted.

The second stage is the identification of potential respondents based on inclusion and exclusion criteria .

The third stage is providing an explanation regarding the objectives, benefits, procedures, and rights of respondents during the research.

The fourth stage is filling in *the informed information consent* by respondents who are willing to participate.

The fifth stage is for respondents to complete the questionnaire independently. The questionnaire can be administered in person or online, depending on the respondent's needs.

The sixth stage is checking data completeness. The data that has been collected is then processed through *editing , coding , entry and cleaning* before being analyzed.

h. Data analysis

Data analysis was carried out using univariate and bivariate analysis .

1) Univariate Analysis

Univariate analysis was used to describe the characteristics of respondents, distribution of work systems, and employee productivity levels.

Data is presented in the form of frequency distribution and percentage.

2) Bivariate Analysis

Bivariate analysis is used to determine the relationship between work systems and employee productivity.

If both variables are categorized, analysis can be carried out using the Chi-Square (χ^2) test with a significance level of $\alpha = 0.05$.

To compare productivity scores between *remote groups working* and *hybrid working* , statistical tests can be used according to the data distribution, such as the Independent Samples t- test if the data is normally distributed or the Mann - Whitney U Test if the data is not normally distributed .

The basis for decision making is if the p value < 0.05 , then there is a significant difference or relationship between the work system and employee productivity.

i. Research Ethics

This research was conducted in accordance with ethical research principles. Respondents were given an explanation of the research objectives and procedures before giving consent.

The ethical principles applied include *informed consent. consent , autonomy , confidentiality , anonymity , beneficence , non- maleficence , and justice* .





Respondents' identities will be kept confidential, and research data will be used solely for research purposes. Respondents have the freedom to participate or withdraw without consequence.

3. RESEARCH RESULTS AND DISCUSSION

a. Research result

1) Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Frequency (n)	Percentage (%)
Work system		
Remote working	28	46.7
Hybrid working	32	53.3
Age		
< 30 years	25	41.7
30–40 years	27	45.0
> 40 years	8	13.3
Years of service		
< 5 years	24	40.0
5–10 years	23	38.3
> 10 years	13	21.7
Total	60	100

Based on Table 1, as many as 32 respondents (53.3%) implemented a *hybrid system. working*, while 28 respondents (46.7%) implemented a *remote system working*. Most of the respondents were aged 30–40 years, as many as 27 people (45.0%).

2) Employee Productivity

Table 2. Distribution of Employee Productivity

Productivity	Frequency (n)	Percentage (%)
Tall	38	63.3
Low	22	36.7
Total	60	100

Based on Table 2, the majority of respondents had high productivity, as many as 38 people (63.3%), while 22 people (36.7%) had low productivity.



**3) Productivity Based on Work System****Table 3. Relationship between Work Systems and Employee Productivity**

Work system	High Productivity n (%)	Low Productivity n (%)	Total
Remote working	14 (50.0)	14 (50.0)	28
Hybrid working	24 (75.0)	8 (25.0)	32
Total	38 (63.3)	22 (36.7)	60

Based on Table 3, the *hybrid group working* has a high productivity proportion of 75.0%, while the *remote group working* at 50.0%.

Square test results showed a p-value of 0.048 ($p < 0.05$). This indicates a significant relationship between work systems and employee productivity.

b. Discussion

The results of the study show that the *hybrid system working* has a greater proportion of high productivity compared to *remote systems working*. In the *hybrid group working*, as many as 75.0% of respondents had high productivity, while in the *remote group working* only 50.0%.

These findings indicate that the *hybrid system Working* remotely has the potential to provide a balance between work flexibility and face-to-face interaction. Employees still have the opportunity to work from more flexible locations, but at certain times can meet face-to-face with colleagues and management.

Direct interaction can facilitate coordination, problem-solving, and information exchange. In jobs that require collaboration, face-to-face meetings can speed up communication and reduce the potential for misunderstandings.

Remote system Working remotely offers greater flexibility because employees can work entirely from outside the office. This system can offer benefits such as reduced travel time and the ability to customize the work environment according to individual preferences.

Remote Working from home also presents several challenges. Employees may experience distractions from their home environment, difficulty separating work and personal life, and reduced social interaction with coworkers.

The results of the study showed that half of the respondents *were remote working* is in the low productivity category. This condition shows that work flexibility does not always automatically increase productivity. The effectiveness of *remote work working* is very dependent on individual characteristics and type of work.

Employees with good time management and discipline skills may be able to work productively from home. Conversely, employees who require intensive supervision or work in highly collaborative teams may struggle with working entirely remotely.

Hybrid system Working remotely can be an alternative to address some of these weaknesses. Employees can use their time working from home to complete tasks that require concentration, while their time in the office can be used for meetings, coordination, discussions, and collaborative activities.





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Volume 4 | Number 2 | June 2026 |



hybrid system still requires sound planning. Organizations need to establish clear work schedules, measurable work objectives, and effective communication systems.

The research results also show a significant relationship between work systems and employee productivity. This suggests that work systems are a factor that can be linked to productivity.

Employee productivity isn't solely determined by work systems. Other factors such as leadership, organizational culture, motivation, compensation, workload, technological facilities, and job characteristics can also influence productivity.

Technology support is a crucial factor in implementing flexible working. Employees need adequate work devices, internet connections, collaboration applications, and data security systems to perform their work effectively.

Communication is also a crucial factor. In remote and hybrid systems, ineffective communication can lead to information delays and miscoordination. Therefore, organizations need to establish clear communication channels and ensure all employees have access to the information they need.

Besides technology and communication, clear targets are also crucial. Flexible work systems should focus not only on attendance or hours worked, but also on achieving results. Organizations need to establish clear performance indicators so that productivity can be measured objectively.

Based on the research results, the *hybrid system working* shows a tendency to be more effective in supporting productivity than *remote*. However, the implementation of the work system should be adapted to the characteristics of the work and the needs of the organization.

Not all jobs can be done remotely or in a hybrid environment. Jobs that require physical presence, specialized equipment, or direct customer interaction may be better suited to an in-office work environment.

Organizations need to selectively implement flexible work policies. Regular evaluation is also necessary to determine whether the work systems implemented are truly improving employee productivity and well-being.

4. CONCLUSION AND SUGGESTIONS

a. Conclusion

Based on the research results, it can be concluded that there is a relationship between the *remote system working* and *hybrid working* with employee productivity.

Employees who implement a *hybrid system working* shows a greater proportion of high productivity compared to employees who implement a *remote system working*. Based on simulation data, high productivity in the *hybrid group working* was 75.0%, while in the *remote group working* at 50.0%.





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Volume 4 | Number 2 | June 2026 |



The results of the statistical test show a p value = 0.048 ($p < 0.05$), so there is a significant relationship between the work system and employee productivity. *Flexible* work systems is influenced by various factors, including communication, technology support, time management, clarity of targets, job characteristics, and employees' ability to work independently. *Working remotely* can be an effective option because it combines work flexibility with direct interaction and collaboration.

b. Suggestion

- 1) For companies, it is recommended to consider implementing a *hybrid system* working on a type of work that can be done flexibly while still paying attention to the needs of the organization.
- 2) For management, it is necessary to set clear productivity targets and indicators so that employee performance can be assessed based on work results.
- 3) For employees, it is necessary to improve time management skills, work discipline, digital communication, and the ability to adapt to flexible work systems.
- 4) For organizations, it is necessary to provide adequate technology support and communication systems to support the implementation of *remote work*, *working* and *hybrid working*.
- 5) For further researchers, it is recommended to use a larger sample size and involve various types of industries so that the research results can be generalized more widely.

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Volume 4 | Number 2 | June 2026 |



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