

HR Management Challenges in Managing a Hybrid Working System

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Keywords: HR Management, Employee Productivity, Digital Transformation.	Abstract
Submitted: 15/07/2025	Hybrid working is a work system that is increasingly adopted by many companies after the COVID-19 pandemic. This system requires HR management to manage employees in two different work environments, namely onsite and remote. The purpose of this article is to identify the key challenges in HR management in the hybrid era as well as the adaptive strategies required. Using a literature-based qualitative descriptive method and observation of field phenomena, this article discusses communication challenges, output-based performance evaluation, and employee well-being. The results of the study show the need for more flexible HR policy changes and a transformational leadership approach to maintain productivity and welfare.
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INTRODUCTION

The digital revolution and the COVID-19 pandemic have prompted organizations around the world to adopt hybrid work systems, which are a combination of remote and in-office work. This transition shows the potential for efficiency and flexibility, but on the other hand, it also poses challenges in HR management. As a pillar in the organization, HR management is tasked with ensuring that employee performance, well-being, and collaboration remain optimal even when physically distanced.

In various reports such as (McKinsey & Company, 2023), 58% of organizations have established hybrid systems as a long-term policy because they have been shown to increase productivity and job satisfaction. However, many of these organizations are not ready in terms of HR management structures, such as performance monitoring policies, organizational culture, and online HR development mechanisms.

HR management in the context of hybrid working faces a fundamental question: how to maintain the effectiveness of work, communication, and the mental and physical health of employees? In addition, what is the managerial strategy required to manage the diversity of individual preferences and working conditions?

Therefore, this article aims to discuss in depth the challenges faced by HR management in the hybrid work system, as well as formulate a strategic approach that can be applied to address these challenges.

In a global context, these changes are impacting not only large companies, but also small and medium-sized organizations that previously did not have remote work infrastructure. Companies are now required to be more adaptive in dealing with the expectations of employees who want flexibility without sacrificing productivity.

Hybrid working has also changed the landscape of the labor market, where employees are no longer tied to a specific geographic location. This creates new opportunities but also new challenges for HR managers in managing the diversity of work cultures, different time zones, and differences in employees' digital capabilities.

In addition, the emergence of a new generation of workers such as Gen Z who are more digital natives adds complexity in human resource management. They tend to demand a flexible, open, and value-based work environment. HR management must be able to understand this need and formulate inclusive policies.

The adjustments made by HR management are not only technical, but also strategic. Organizations must redesign work processes, recruitment methods, training, and the development of a new work culture that is more collaborative despite the distance.

Given the importance of the role of human resources in supporting the successful implementation of hybrid working, this article explores the key challenges and relevant policy strategies to be implemented in various organizational sectors in Indonesia.

RESEARCH METHODS

This study adopts a qualitative descriptive approach by utilizing literature studies and phenomenological observations. This option is considered the most appropriate to thoroughly explore the hybrid work phenomenon and its impact on human resource management in Indonesia, especially post-COVID-19 pandemic. As an exploratory descriptive research, this article does not focus on hypothesis testing, but rather on descriptions of patterns, challenges, and strategies that emerge from various sources.

The data used are secondary data obtained from three main sources: (1) literature studies from relevant national and international journals in the last five years; (2) research reports from leading consulting firms such as Gartner, McKinsey & Company, and PwC; and (3) scientific articles and expert opinions. The data collection process is carried out systematically by conducting a literature review using specific keywords in scientific databases such as Google Scholar, ScienceDirect, and DOAJ. In addition, the author also analyzes business reports and indirect interview results published in business media.

Although it did not involve direct respondents, this study focused on the population of companies and organizations in Indonesia that have implemented a hybrid work system. The sample of cases studied includes the technology, education, and finance sectors whose information is publicly available. Data analysis is carried out thematically, where key issues are identified, categorized, and grouped based on similarity of challenges or strategies. The results of the analysis are then presented in the form of narratives and tables to provide an in-depth understanding of the implications of hybrid work on HR management.

RESULTS AND DISCUSSION

This article discusses the various challenges and strategies faced by human resource management (HR) in implementing a hybrid work system. The discussion was

divided into several subthemes based on the results of data synthesis from literature studies and phenomenological observations of companies in Indonesia and the world.

Tantangan Komunikasi dan Kolaborasi Virtual

One of the biggest challenges of a hybrid work system is the communication gap between employees who work from home and those who work in the office. Physical absence creates barriers to non-verbal communication, delays in information, and a lack of spontaneity in ideation. A study by (Smith et al., 2022) shows that hybrid teams have a 1.7 times higher potential for communication conflicts than fully onsite teams.

The use of technologies such as Zoom, Slack, and Microsoft Teams does facilitate basic communication, but it is not enough to build deep collaboration. Therefore, organizations must build a culture of digital communication, including effective communication training and strategically designed synchronous/asynchronous meetings.

Output-Based Performance Evaluation

In a hybrid environment, direct supervision cannot be done on a regular basis, so managers can no longer rely on attendance as an indicator of productivity. The performance evaluation model must shift towards results or achievements (output-based performance). (Prasetyo & Hadi, 2024) emphasizes that a results-based KPI system is able to increase transparency and fairness in performance appraisals.

However, obstacles arise when work targets are not clearly defined. Without a proper KPI system, performance evaluation becomes subjective. Therefore, organizations need to develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) performance indicators and provide a transparent monitoring platform.

Burnout and Employee Psychological Well-Being

Working from home, which was originally considered flexible, actually triggered the phenomenon of burnout because there was no clear time limit between work and personal life. Data from (PwC, 2023) shows that 43% of employees feel more tired since working hybrid, mainly due to Zoom fatigue and overload.

Welfare programs such as online counseling, flexible working hours, and meeting-free days are important solutions that can be implemented by HR. According to (Rahmawati, 2023), organizations that implement work-life balance policies tend to have higher employee retention rates.

Perubahan Gaya Kepemimpinan

Hybrid work systems demand a different leadership style than conventional models. An authoritative style that is too controlling is no longer effective. Leaders need to be more empathetic, flexible, and open to technology.

Transformational leadership is one of the recommended approaches. (Fitriani, 2021) states that transformational leaders who are able to inspire, individual attention, and intellectual stimulation will be more successful in managing hybrid teams. It also encourages employee engagement and loyalty.

Technology Access Gap

Not all employees have equal internet access and work devices. This inequality creates productivity disparities and hinders collaboration. (Gartner, 2022) suggests that companies provide minimal digital infrastructure support, such as internet subsidies, work tools, and basic technology training.

Organizational Culture Adaptation

The organizational culture that has been built through direct interaction must now be built digitally. This requires a deliberate strategy from HR management. For example, virtual social activities, online mentoring programs, and strengthening organizational values through internal media such as newsletters or internal podcasts.

Reflection on Results

Based on the above analysis, it can be concluded that the main challenges in HR management in a hybrid system lie not only in technical aspects, but also psychological, cultural, and strategic. Therefore, the solutions implemented must also be comprehensive—starting from updating the evaluation system, transforming leadership, to strengthening digital infrastructure and work culture.

Table Presentation

Table 1 shows a comparison of HR management conditions before and after the implementation of the hybrid work system. The most significant transformations have occurred in the aspects of performance appraisal, an approach to employee well-being, and leadership styles that are increasingly human and adaptive to digital challenges.

Table 1. Comparison of HR Challenges Before and After Hybrid Working

Aspek SDM	Sebelum Hybrid Working	Setelah Hybrid Working
Penilaian Kinerja	Berbasis kehadiran fisik	Berbasis Output dan KPI
Komunikasi	Tatap muka langsung	Digital/Virtual
Kesejahteraan Karyawan	Fokus fisik	Fokus fisik & Psikologis
Gaya Kepemimpinan	Otoritatif	Transformasional dan empatik

Image Presentation

Figure 1 presents a conceptual model of how various challenges in a hybrid system such as communication, performance evaluation, and burnout can be addressed with digital-based managerial strategies, output-based KPIs, remote coaching, and wellbeing programs. The combination of this solution is expected to increase HR effectiveness and overall job satisfaction.

Conceptual Diagram Model



Figure 1. Conceptual Model of HR Management Challenges and Strategies in a Hybrid Working System

Formula presentation

$$\text{KPI Score} = \left(\frac{\text{Target Performance}}{\text{Actual Performance}} \right) \times 100$$

Information:

KPI Score: Final value of cloud performance

Actual Performance: Actual performance achievements

Performance Target: Targets set by management

This formula is used to quantitatively measure employee performance in an output-based hybrid system. A score above 100 indicates performance exceeds expectations, while a score below 100 indicates performance is not optimal.

CONCLUSIONS AND SUGGESTIONS

Conclusion

HR management plays a central role in the transition of a hybrid work system. Key challenges include cross-site communication, performance appraisals, and protection of employees' mental and physical well-being. Successful organizations are those that are able to design HR management strategies that are flexible, adaptive, and based on individual outcomes and well-being.

Suggestion

Companies need to develop clear hybrid policies, train leaders in remote management skills, as well as provide psychological support for employees. Going forward, investment in digital infrastructure and the development of a flexible work culture are key to maintaining performance in the new era of work.

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