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THE EFFECT OF WORK LIFE BALANCE AND HYBRID WORKING SYSTEM ON THE PRODUCTIVITY OF THE MARKETING DIVISION AT PT. PIM

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Abstract

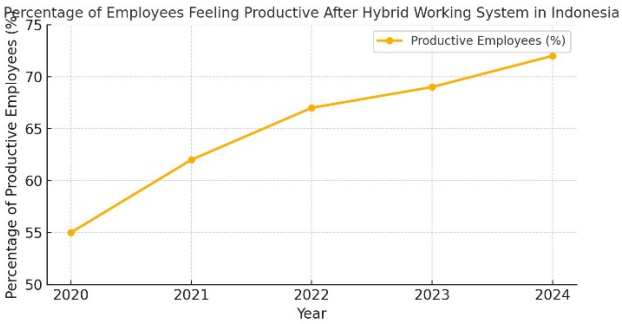
This study aims to evaluate the influence of Work Life Balance and Hybrid Working System on the productivity of employees in the Marketing Division at PT. PIM. The research adopts a quantitative approach with a causal-comparative method. The entire population consists of employees in the Marketing Division, with samples selected using purposive sampling based on at least one year of work experience and prior participation in a hybrid working system. Data analysis employs the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, considered suitable for assessing relationships among latent variables and indicators in cases of non-normal data and relatively small sample sizes. The results indicate that Work Life Balance has a positive and significant effect on employee productivity; in other words, the better the work life balance experienced by employees, the higher their productivity. In addition, the Hybrid Working System also shows a positive and significant effect on productivity. An optimally implemented hybrid system provides flexibility in managing work time and location, thereby increasing motivation, reducing fatigue, and driving employee productivity.

Keywords: ***Work Life Balance, Hybrid Working System, Productivity, SEM-PLS, Marketing.***

INTRODUCTION

Advancements in information technology have driven transformation in working systems across companies, including in Indonesia. One rapidly developing model is the hybrid working system—a combination of working from the office (WFO) and from home (WFH) (Wang et al., 2021). The COVID-19 pandemic has been a key accelerator of this model's adoption, especially in marketing departments, which are required to remain productive even when face-to-face activities are limited (Fana et al., 2020). Achieving work-life balance has also gained attention among employees. Work-life balance plays a vital role in maintaining mental health, happiness, and work motivation, all of which directly impact productivity (Greenhaus & Allen, 2011). For marketing teams, maintaining this balance is crucial due to fluctuating targets and workloads (Purwanto, 2022). Research suggests that implementing a hybrid working system helps employees achieve better work-life balance by offering flexibility in scheduling work and personal time (Gajendran & Harrison, 2007). However, the system still faces challenges such as communication issues, limited social interaction, and reduced discipline (Wang et al., 2021). Therefore, the effectiveness of the hybrid system, especially within the marketing division, needs further examination. Productivity is a primary indicator of the success of both hybrid working and work-life balance. Employee productivity is measured not only by individual achievements but also by the performance of the team in meeting company targets (Huselid, 1995). Factors such as engagement, motivation, and technological support are critical for productivity, particularly in marketing teams that demand creativity and strong collaboration (Robbins & Judge, 2017).

Gambar 1. Persentase Karyawan Sistem Kerja Hybird



The curve shown in Figure 1 illustrates an increase in the number of employees who report higher productivity since the implementation of the hybrid working system in Indonesia from 2020 to 2024. Initially, the productivity level was 55%, rising annually to 72% by 2024. This positive trend demonstrates the increasing effectiveness of the hybrid system in supporting employee productivity, in line with better adaptation and company support for flexible working methods. PT. PIM, as a company actively adapting to global business developments, has adopted a hybrid working system in several departments, including marketing. However, employee experiences regarding the impact of the hybrid system on work-life balance and productivity vary. Preliminary data indicate that while some employees feel more productive under the hybrid system, others still face challenges in maintaining work-life balance (PT. PIM Internal Data, 2024). Based on these considerations, this study seeks to analyze how work-life balance and the hybrid working system affect productivity within PT. PIM's marketing division. The findings are expected to provide recommendations for PT. PIM and similar organizations in designing strategies to enhance employee productivity by managing work-life balance and innovating working systems.

FORMULATION OF THE PROBLEM

1. How does work-life balance affect the productivity of the marketing division at PT. PIM?
2. How does the hybrid working system affect the productivity of the marketing division at PT. PIM?

LITERATURE REVIEW

Work Life Balance

Work life balance has become a key concern in today's workforce, especially with the rise of flexible and digital work models. Medina-Garrido et al. (2023) assert that flexible policies such as adjustable working hours and remote work options do not directly affect performance, but rather do so by increasing employee well-being. The balance between work and personal life is also influenced by digital presenteeism—the pressure to always be digitally responsive which, according to Hughes (2024), is a major cause of decreased life satisfaction and increased burnout. Choudhury (2023) from Harvard found through hybrid working experiments that employees spending two days in the office and the rest remotely experience better work-life balance, higher job satisfaction, and reduced social isolation compared to full-time remote or in-office models.

Hybrid Working System

The hybrid working system, which combines working from the office and from home, has become a new trend believed to offer significant advantages for both employees and organizations. Bloom et al. (2024) showed that employees working two days in-office and three days remotely had comparable productivity and promotion opportunities as those in conventional work arrangements, but with higher retention rates—evidenced by a 33% reduction in turnover. A survey by the International Workplace Group (IWG, 2024) found that 72% of hybrid employees reported less burnout, with most feeling more productive and motivated. Choudhury (2023) further confirms that hybrid employees report higher job satisfaction without any drop in work quality and are less likely to experience isolation compared to fully remote workers.

Produktivitas

Employee productivity is a vital indicator of the successful implementation of hybrid working and work-life balance. Bloom (2024) from Stanford confirmed that the hybrid system does not lower productivity; output volume, promotion opportunities, and retention remain stable, with turnover decreasing significantly. Research from Harvard and Nature (2024) also found that hybrid employees are more satisfied, value flexible work as equivalent to a salary increase, and have higher retention rates. However, challenges remain, such as communication disruptions, isolation,

and distractions at home, which can impact performance if not managed properly (IJCRT, 2023–2024). Thus, hybrid working and work-life balance are mutually supportive in optimizing productivity, provided that organizations can manage these challenges effectively.

METHOD

This study utilizes a quantitative approach with a causal-comparative research design. The objective is to analyze the influence of work life balance and the hybrid working system on employee productivity in the Marketing Division at PT. PIM. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS), which is considered appropriate for examining complex relationships among latent variables and indicators, especially when sample sizes are small and data are non-normally distributed (Hair et al., 2022). The population consists of all employees in the Marketing Division at PT. PIM. The sample was selected through purposive sampling, involving only those who had at least one year of work experience and had participated in the hybrid working system. The recommended sample size for SEM-PLS is 5 to 10 times the total number of indicators across all variables (Ghozali & Latan, 2023). For example, if there are 20 indicators, the minimum number of respondents required is 100 to 200.

The measurement model (outer model) for each latent variable is described as follows:

1. **Work Life Balance (X_1)**

X1=λ11x11+λ12x12+…+λ1px1p+δ1X_1=\lambda_{11}x_{11}+\lambda_{12}x_{12}+\ldots+\lambda_{1p}x_{1p}+\delta_1X1=λ11x11+λ12x12+…+λ1px1p+δ1
(dimana x11,x12,...,x1px_{11}, x{12}, ..., x_{1p}x11,x12,...,x1p its indicator Work Life Balance)

2. **Hybrid Working System (X_2)**

X2=λ21x21+λ22x22+…+λ2qx2q+δ2X_2=\lambda_{21}x_{21}+\lambda_{22}x_{22}\ldots+\lambda_{2q}x_{2q}+ \delta_2X2=λ21x21+λ22x22+…+λ2qx2q+δ2
(dimana x21,x22,...,x2qx{21},x_{22},..., x_{2q}x21,x22,...,x2q its indicator Hybrid Working System)

3. **Produktivitas (Y)**

Y=λ31y1+λ32y2+…+λ3ryr+δ3Y=\lambda_{31}y_{1}+\lambda_{32}y_{2}+\ldots+\lambda_{3r} y_{r} + \delta_3Y=λ31y1+λ32y2+…+λ3ryr+δ3
(dimana y1,y2,...,yry_{1}, y_{2}, ..., y_{r}y1,y2,...,yr its indicator Produktivitas)

Keterangan:

λij\lambda_{ij}λij = Loading coefficient of indicator on its latent variable
δ\deltaδ = Error/residual for each construct

RESULTS AND DISCUSSION

Measurement Model Results (Outer Model)

The results of the outer loading for the Lower Order Construct (LOC) in this study are presented in Figure 1:

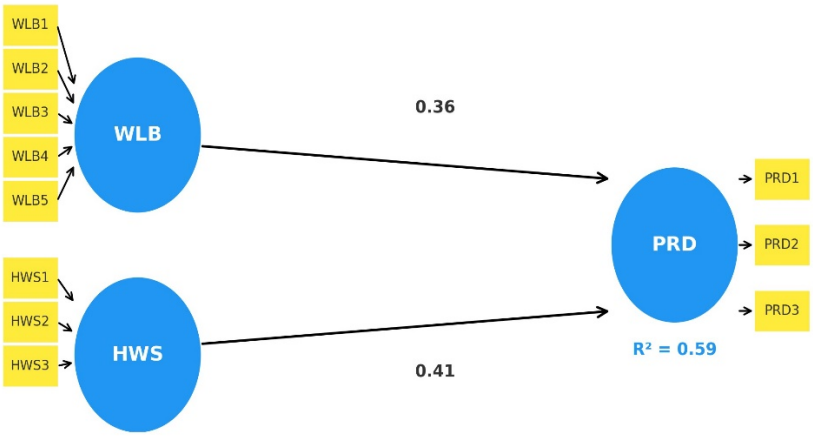


Table 2 below shows the outer loading results for the LOC, where all measurement items have values > 0.7, indicating strong correlations:

Variabel	Indicator	Loading Factor
Work Life Balance (X1)	WLB1	0.80
	WLB2	0.81
	WLB3	0.83
	WLB4	0.85
	WLB5	0.83
Hybrid Working System (X2)	HWS1	0.78
	HWS2	0.84
	HWS3	0.80
Produktivitas (Y)	PRD1	0.88
	PRD2	0.86
	PRD3	0.84

Moreover, the AVE values for each variable exceed the minimum threshold (> 0.5), indicating that the items adequately explain the variance of their respective constructs. Therefore, all items for Work Life Balance, Hybrid Working System, and Productivity are considered valid and can be used in further analysis.

Structural Model Results (Inner Model)

Relationships among latent variables are described by the inner model, also known as the structural model, inner relation, or substantive theory. In this study, the evaluation of the inner model includes model fit, coefficient of determination (R^2), effect size (F^2), and predictive relevance (Q^2).

Model Fit

	Model Jenuh (*Saturated*)	Perkiraan Model (*Estimated*)
SRMR	0.071	0.071
d_ULS	0.631	0.631
d_G	0.411	0.411
Chi-square	217.115	217.115
NFI	0.779	0.779

Sumber: Data Diolah 2025

Based on Table 3, the SRMR value of 0.077 is below 0.08, and the NFI value of 0.787 approaches 1.00 but is below 0.90, indicating that the model fits the empirical data.

Hypothesis Testing

Path coefficients indicate the direction of relationships between variables. A path coefficient between 0 and 1 signifies a positive relationship, while -1 to 0 indicates a negative relationship (Ghozali & Latan, 2020). The hypothesis testing results are as follows:

Bootstrapping

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T-statistics (O/STDEV)**	**P-values**
WLB -> PRD	0.042	0.043	0.142	4.121	0.047
HWS -> PRD	0.451	0.451	0.112	5.013	0.003

The influence of Work Life Balance (WLB) on Productivity (PRD) yields a t-statistic of 4.121 > 1.96 and a p-value of 0.047 < 0.05, with a path coefficient of 0.042. This means that Work Life Balance has a positive and significant effect on productivity. The influence of Hybrid Working System (HWS) on Productivity (PRD) results in a t-statistic of 5.013 > 1.96 and a p-value of 0.003 < 0.05, with a path coefficient of 0.451, indicating that the Hybrid Working System also has a positive and significant impact on productivity.

Effect of Work Life Balance on Productivity

SEM-PLS analysis shows that Work Life Balance positively and significantly affects the productivity of employees in the Marketing Division at PT. PIM. In other words, the better the work life balance experienced by employees, the higher their productivity. This occurs because work life balance allows employees to better manage their work and personal life, ultimately reducing stress, boosting motivation, and enhancing overall performance. This finding is consistent with Medina Garrido et al. (2023), who stated that balancing work and personal life significantly contributes to employee well-being and performance. Putri and Rofiaty (2023) also confirmed that good work life balance can enhance productivity and loyalty, especially in service companies. Pratama and Fatoni (2024) further validated that implementing work life balance programs directly impacts employee productivity, particularly in high-demand environments.

Effect of Hybrid Working System on Productivity

SEM-PLS analysis also indicates that the Hybrid Working System has a positive and significant effect on productivity in the Marketing Division at PT. PIM. Thus, the more effectively the hybrid system is implemented, the higher the employees' productivity. This is attributed to the flexibility offered by the hybrid system, allowing employees to manage work schedules and locations according to personal and job-related needs, thereby reducing fatigue and maintaining motivation and concentration. This result aligns with Bloom et al. (2024), who found that implementing hybrid working two days per week increases productivity and retention without reducing work quality. Choudhury (2023) also found that hybrid workers are more satisfied and productive than those working entirely from the office or from home. Additionally, the International Workplace Group (2024) reported that most hybrid workers feel more motivated, have higher productivity, and experience lower burnout rates than those working full-time in the office.

CONCLUSION

Based on the SEM-PLS data analysis, it can be concluded that both Work Life Balance and Hybrid Working System have positive and significant effects on the productivity of employees in the Marketing Division at PT. PIM. Efforts to foster work life balance and implement a flexible hybrid working system have proven to enhance employee motivation and performance. Therefore, the company is advised to continuously strengthen policies that support work life balance and hybrid working arrangements to optimize productivity.

OPEN ACCESS

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