



RESEARCH ARTICLE

Hybrid Work Systems, Work Flexibility On Employees' Work-Life Balance Mediated By Organizational Support In Research And Innovation Agencies

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Abstract

To find out the existence of a hybrid work system, work flexibility on employees' work-life balance mediated by organizational support in research and innovation institutions. This study was conducted during the period 2025, with a focus on data and information collected over a period of 3-6 months. To get a comprehensive understanding about the implementation of the work hybrid system at brin impact from the implementation of efficiency programs budget. The results are in the form of a summarized main thing findings that is obtained based on the results of data analysis and discussion that has been described in the previous chapters. Compilation conclusion referring to the research goal and formulation of the problem set, so able to give the whole picture about the answer to the research problem.

Keywords

A Hybrid Work System; Work Flexibility On Employees; Work-Life Balance Mediated.

1 | INTRODUCTION

Demands to organization government For the occurrence of bureaucratic reform and good governance answered with effort implementation of efficiency programs budget. This program done as effort in management the state budget to be more economical, precise target, optimal and without must reduce quality service the public given to society. One of the form efficiency budget with start implementation of the work model hybrid all that can cut expenditure operational office. Apart from the benefits For efficiency budget office, work model hybrid Lots in demand by employees government. This is in line with results survey conducted by the Ministry Ministry of Finance (2022) that more from 80% of employees Ministry of Finance state system Work hybrid support efficiency cost and time work. Survey similar conducted by the State Civil Service Agency (BKN, 2023) that 60% of ASN support the work model hybrid applied For efficiency work, especially in the area urban Because effective in reduce burden transportation daily . From both results survey said, concluding that system Work hybrid support efficiency budget, as well as become part from modern bureaucratic reform that is digital- based, efficient and flexible.

System Work Hybrid technology has also begun to be implemented at the National Research and Innovation Agency (BRIN). quoted direct in page BRIN's official website (2023) stated that in the midst of digital transformation and progress technology intelligence artificial , the National Research and Innovation Agency (BRIN) carried out collaboration with global digital corporation , International Business Machines Corporation (IBM). Collaboration This ongoing Because technology Hybrid IBM Cloud aligned with system Work work from anywhere (WFA) implemented by BRIN. Hybrid cloud allows work No fixated on one place, but rather from anywhere. System Work hybrid at BRIN has implemented since 2021 and called give impact on the quality of life of employees become more Good (BRIN, 2023).

Working model hybrid, allowing employee Work from home and office in a way alternately. Although system This give Lots benefits , such as flexibility more work big , possible employee For arrange timetable Work in accordance need personal and family (Mungkasa, 2020), system this also presents challenges . One of them is difficulty For set limitation between work hours and life personal, which can bother integration between not quite enough answer professional and non- professional. In addition, isolation limited social and communication with superior often become inhibitor for development career (Mungkasa, 2020). Benefit from Work from house , among others, is subtraction time a journey that can used For activity personal like relax or participate in activity community , which contributes to the style a better life comfortable (Mungkasa , 2020). Although Thus, the impact negative too inevitable, such as lack of interaction direct with colleague work that can cause alienation and decline collaboration. A a survey conducted on 2,877 workers in the United States show that only 13% of employees feel productivity they decrease moment Work from home , and 10% admitted No satisfied with system Work (Slack, 2020) . This highlight that, although Work from House bring benefits, there are a number of challenges that need to be overcome overcome, especially related with productivity and well-being employee. Although Thus, flexibility work presented by the work model hybrid assessed capable give solution to a number of lack from system Work from home (WFH). Flexibility the give employee freedom in arrange time Work they, who in the end expected can increase balance between work and life personal, or more known as work-life balance.

According to Journal of Harvard Business Review (2021), work-life balance or balance work and life refers to the state in which an individual capable manage demands from work and life personal they, so that can reach welfare physical, mental, and emotional (Staff, 2021). Balance optimal work and life potential increase productivity, satisfaction work, and retention employees. Balance work and life This understood as A cycle or process, not as goals that must be achieved achieved. This indicates that individual need in a way continuously make an effort For find balance between not quite enough answer work and life personal they. The ideal balance can be changed along time, depending on changes needs and priorities individual. Research and Innovation Agency (BRIN) has adopt system flexible work as response to change demands work and the existence of efficiency programs budget. In accordance with the Circular Letter Main Secretary of BRIN No. B - 606/II.2/OT.01.01/8/2023 which states that ASN employees are required to WFO a minimum of 3 (three) days per week, meanwhile the rest can work in another location with basis of work targets/outputs. This is also emphasized with regulation of the Decree of the Head of BRIN No. 23/I/HK/2023 which is explicit set system flexibility Working at BRIN, ASN are required to work from home for a minimum of 2 (two) days a week at the home base of each work unit, while the rest may WFA, according to performance provisions and target.

But although WFA can increase efficiency BRIN budget especially in matter shopping rent office, necessities office and needs employee. But efficiency budget assessed give impact No effectiveness performance researchers. According to survey conducted by the Association Indonesian researchers (2023) that efficiency budget make equipment laboratory become limited and many researchers who have to queue for use laboratory. In addition existence determination quota researchers For access laboratory cause difficulty Because If quota finished must done content repeat moreover first so you can access laboratory . Limitations budget research also makes researchers experience difficulty in developing a research agenda. Limited and minimal research funding equipment not in accordance with BRIN's demands for researchers. The reason is, researchers required produce various product research, start from publication in journals international until generate patents. This is show that effort efficiency implemented No always effective in support performance researcher.

Success implementation system Work hybrid No only depends on flexibility work given to employees, but also on support adequate organization. Support organization refers to sensitivity company in appreciate and acknowledge contribution employees, as well as attention to welfare they. In perspective employees , support organization reflect How company appreciate and show concern to they , as well as to what extent This give support for employee (Martiarini *et al.*, 2023). Support organization This covers aspect monitoring, motivation, and provision source power required For support performance employees. Without support strong organization , flexibility work and systems Work hybrid maybe No will functioning optimally , even can create imbalance new between work and life employee support This is very important for employees feel appreciated and supported , so that can increase productivity and satisfaction Work .

Previous studies confirm that system Work hybrid and flexibility Work own impact significant to balance work and life. According to (Khatimah, 2022) found that system Work influential hybrid significant to balance between work and life personal employees. Meanwhile that, (Ugiwisa & Ariffin, 2024) emphasizes that flexibility Work own influence positive to balance work and life. Research conducted by (Hassan *et al.*, 2022) shows that good work-life balance influential positive to support organization. This is indicates that when employee feel capable guard balance between work and life personal , they tend more get involved and get support from organization place they work which is ultimately also supported by the system Work hybrid and flexibility Work .

Therefore that, research This aim For study more carry on about influence system Work hybrid, flexibility Work to balance work and life employees mediated by support organization at the National Research and Innovation Agency (BRIN). The reason for choosing BRIN is because BRIN is the first government agency to implement system hybrid work and encourage other bodies For carry out system Work said. But on October 7, 2024 there was policy human resource management of researchers who regulate BRIN researchers in the region requested move to center. Policy BRIN's HR arrangement trigger anxiety part researchers especially for home- based researchers his Far from domicile occupied now. In policy said , also conveyed options If they reject directions namely , move to the regional BRIN (local government) with position functional still as researchers , back to ministry / institution origin with over position functional besides researchers , or step back as Apparatus State Civil Servants (ASN) (Tempo, 2024).

Policy the show that implementation of WFA at BRIN is not done with maximum. The coercive nature of the policy For researchers return to center show that work No Enough flexible for researchers. In addition policy This at a time show organization No give support For convenience and comfort Work employees who have an impact on the balance work and life. Supported by informative data obtained via Kompas (2025) that a number of BRIN employees who are members in group Pulpit Academic demand the existence of BRIN institutional reform. They request BRIN Head Laksana Tri Handoko removed from his position Because make centralized and non decentralized policies consider welfare employees. They also asked for placement employee temporary cancelled, returned all over BRIN community to area origin, and function return BRIN offices in the regions . Policy centralization by the Head of BRIN in the end make the employees lost rights basically. More furthe, that amount BRIN employees affected centralization This reached 280 people. However, it is estimated that the amount Still Lots Because Still There is employees in a number of area. With background behind research and objectives study achieved, expected study This can give more insight holistic about How company can create environment supportive work balance between life personal and professional, at the same time increase satisfaction work and productivity employee.

2 | BACKGROUND THEORY

Restrictions Study

Problem limitation is necessary to make the research more focused and directed, so that the analysis conducted can be in-depth and in accordance with the research objectives . this , researcher limit scope The problem with the research object is limited to employees of the National Research and Innovation Agency (BRIN) who work with a hybrid work system. Variables study focused on two variables independent , namely system Work hybrid , and flexibility work , one variables its dependents that is balance work and life (work-life balance), as well One variables mediation is support organization . The scope of this research is limited to the conditions at the beginning of the budget efficiency program implementation, when the hybrid work system was formally implemented at the National Research and Innovation Agency (BRIN) . The focus of the analysis is to determine the influence of each independent variable on the work-life balance of employees at the National Research and Innovation Agency (BRIN), mediated by organizational support.

Fundamental Theory

According to Hudson (2005), the Fundamental Theory that supports work-life balance in system Work hybrid includes Multiple Role Theory which emphasizes ability individual balance role life personal and work, as well as the Instrumental Theory which looks at one domain as means For reach awards in other domains, including them draft Flexibility and Autonomy facilitated by technology hybrid.

Hybrid Work System

System Work hybrid is a working model that combines activity Work from office (work from office /WFO) with Work from other locations such as House or co-working space (work from anywhere /WFA). Implementation system This become part from modern bureaucratic reform and aims For increase efficiency budget government. With hybrid, agency can reduce cost operational office, such as electricity, water, and facilities Work others, without lower performance employees. In addition, the system This support efficiency time and cost transportation for ASN, as well as push productivity through flexibility more work adaptive and based results . According to Darpin & Fikran (2023), a hybrid work system is a flexible strategy aimed at improving job satisfaction, work-life balance, and employee performance through more flexible time and location arrangements. This arrangement allows companies to provide employees with greater autonomy in managing their work, allowing them to adapt their workload to their personal needs without sacrificing productivity. In addition, with existence flexibility this, employees can also reduce stress caused by demands high jobs, as well as increase engagement and loyalty they to organization . This is make hybrid working as one of the an approach that is not only guard balance life work , but also create environment more work sustainable and adaptive in the future, especially in face change dynamic in the world of work . In a study by Za'ra *et al.* (2023), it was stated that a hybrid work system is a combination of remote work and in-office work, designed to create a balance in meeting both types of work demands. This system was initiated as a step to address the specific needs of organizations, while also addressing various obstacles that may arise, such as limited work locations, operational costs, and communication barriers. Furthermore, the hybrid work system was also identified as an effective solution, especially due to technological advances that enable work processes to run more smoothly and efficiently. Implementation system Work hybrid has al., (2024), flexibility location and time Work can reduce cost operational office and proven become a significant strategy in efficiency budget, especially in the sector public. According to study by Kusuma *et al.* optimize allocation source Power without lower productivity and quality service public. Rumahorbo *et al.*'s (2025) study also found that that system hybrid give efficiency time and cost, although face constraint infrastructure and variety implementation between work units.

Flexibility Work

In an increasingly working world dynamic and full challenges, flexibility be one of key For reach balance between life professional and personal. Flexibility Work can seen as response to demands of the times, where employees expected For balance not quite enough answer work with need diverse personalities. Along with development technology and globalization, concept flexibility Work the more develop become one of the main strategies company in create environment adaptive and efficient work. Flexibility Work given as form variation when work , so that make the employees No feel bored . According to (Firgayani, 2022) states that flexibility Work help company in increase productivity and efficiency. Through arrangement time and place flexible work, employees given freedom For determine how and when they finish job . This is allows they For overcome challenge in guard balance between life work and life personal , which in the end contribute to the improvement performance they are in place work . Form flexibility This Can in the form of flexible working hours, working from home, or telecommuting. Companies take advantage of technology like video conferencing and applications online collaboration for ensure that work still implemented in a way effective, although employee No be in the office neglecting professional responsibilities. This covers various form, such as work distance remote work, work hour arrangements flexible, and scheme Work hybrid . Policy This show attention company to balance between work and life personal employees , especially appreciated by generations Millennials and Gen Z. Study the find that flexibility Work influential positive on balance Work life (work-life balance) as well increase commitment organization . This is reflect that approach adaptive work No only support need individual , but also creates environment productive , satisfied , and loyal work . Flexibility Work is one of the aspect important in increase satisfaction Work employees, in particular through arrangement timetable impactful work positive on productivity . With existence flexibility this, employee can adapt to changes made company, so that they can finish work with good . Flexibility also provides chance for employee For manage and be responsible answer on task they in a way independent, which supports efficiency and effectiveness in work. Although Thus , flexibility Work own a number of weaknesses , such as risk fatigue due to excessive working hours , reduced sense of ownership to work , and mismatch between employees and companies. Therefore that, the company need manage policy flexibility Work with Be careful For minimize risk and ensure that its implementation done in a way fair and consistent for all over employees. If applied with precise, flexible Work can increase satisfaction Work employees and productivity company in a way Overall (Sitorus & Siagan, 2023). Flexibility Work No only impact positive on productivity employees, but also on welfare personal they. With flexibility provided, employees can adapt timetable Work with personal needs such as look after family , caring health , or even operate hobbies that provide satisfaction emotional. Condition This help reduce stress and burnout, as well as increase balance between life professional and personal, which is factor important in guard mental health and quality life.

Balance Work and Life

In the research (Astuti & Mujahidin, 2024) the balance work and life is a condition in which balance between demands work and life personal can achieved. The term equilibrium work and life or work-life balance was first created in 1986,

although its use in conversation daily start spread in a way sporadic after a number of time (Lockwood, 2003). However, research about balance This has done since the 1930s. Since early 2000s, various definition conceptual about work-life balance start proposed. One of them is by (Greenhaus *et al.*, 2003), who states that balance between work and life personal need understood in context choices made , either by the giver Work and individual , related work and family . Work-life balance has be one of issue important in management source Power humans, especially in the modern era where responsibility answer work and life personal often mutually overlapping overlap. Balance work and life or work-life balance can achieved through balancing between work and time free, with environment flexible work as key mainly. This is give freedom for employee For adapt timetable Work they with need personal so that can emphasize healthy balance between life work and personal are considered more important than compensation financial, indicating that happiness and well-being employee No only determined by income , but also by quality live outside work. According to (Greenhaus *et al.*, 2003), work -life balance is a condition in which a person can balance work responsibilities with family responsibilities or personal life.

Support Organization

Support organization own role crucial in create balance life work - life balance for workers. According to (Deski & Chusairi, 2024), the organization can play role important through various flexible policies and efforts strategic For support employee in balance not quite enough answer work and life personal they. In research conducted by (Sinambela, 2021), organizational support is defined as a company's efforts to create conducive working conditions, such as implementing routine programs to improve employee competency and providing a comfortable and safe work environment. This concept of organizational support leads to an approach that allows employees to develop without strict company constraints. Support the No only reflected in the facilities provided, but also in policy and culture supporting companies welfare and development employee in a way comprehensive . Employees tend feel that organization support they when they feel that contribution they valued and well-being they noticed. Perception positive to support organization This strengthen the sense of membership employees, making they feel more connected with identity organization, and improve connection they with company. When employees feel appreciated and supported, they will motivated For repay good the with method show better performance good. Support strong organization can push employee For more committed and improving productivity , because they feel appreciated and cared for in every aspect work they . In the long term length, thing This can create mutual relationship profitable between employees and organizations , which support sustainability and success company in a way overall (Arifin & Darmawan, 2021). Other studies also show that support superiors, open communication, and appreciation to welfare employee contribute to the reduction conflict role and improve satisfaction life. With Thus, organizations that are committed to balance life Work more Possible For maintain employee quality, improve productivity, and reduce turnover rate. Support This can done with concrete ways, such as give freedom employee For determine location work (remote or hybrid) and flexibility in arrangement time. According to recent research, technological support for facilitating remote communication and team collaboration is also a key factor in improving employee work-life balance. Companies that focus on employee work-life balance will create a more inclusive environment, where employees feel valued and supported, both in their work and personal lives.

3 | METHOD

The focus of this study is on employees working at the National Research and Innovation Agency (BRIN). The research investigates how the implementation of hybrid work systems and flexible work arrangements has impacted employees' work-life balance. Additionally, the study examines the effect of these work arrangements on overall organizational efficiency, particularly in relation to the agency's budget management programs. Data will be collected over a span of 3 to 6 months in 2025. This time frame will allow for an in-depth look at the hybrid work model at BRIN and its influence on employee productivity and satisfaction. To ensure a well-rounded understanding, both qualitative and quantitative methods will be used. Surveys and interviews will be conducted with a diverse group of employees across various departments, providing insights into their experiences with hybrid work, the balance between their professional and personal lives, and the overall impact on their work performance. Observations will be made to see how the hybrid model operates in day-to-day activities within BRIN. The research aims to assess how the hybrid system affects employee well-being, job retention, and the efficiency of the organization's operations, particularly in terms of cost savings related to the budget. The goal is to provide actionable recommendations for enhancing work policies at BRIN, ensuring that the needs of both employees and the organization are met while promoting a more effective work environment.

4 | RESULTS AND DISCUSSION

4.1 Results

This study employed a quantitative method with a survey strategy, with the primary objective being to measure and analyze the relationships between variables that can be expressed numerically. Surveys were chosen as the data collection method because they allowed researchers to reach a large number of respondents and efficiently gather information regarding employee perceptions regarding hybrid work systems, work flexibility, work-life balance, and organizational support. In this context, the research population consists of all employees of the National Research and Innovation Agency (BRIN) who work under a hybrid and flexible work system. According to (Sugiyono, 2018), a population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study was 282 employees. Retrieval sample done with use relevant sampling methods so that the results valid and reliable research accounted for. Based on the calculations above, the sample obtained for this study was 74 employees.

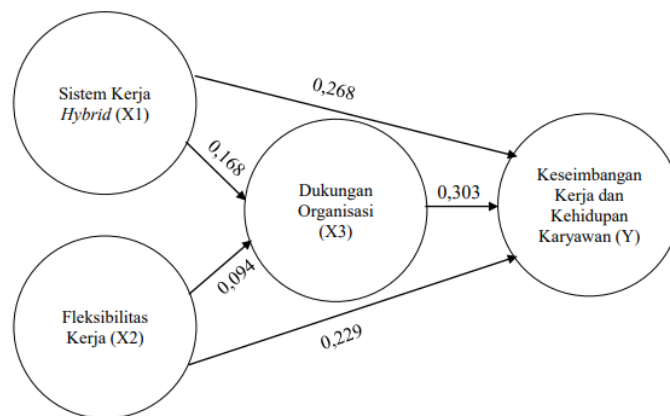


Figure 1. Full Model Path Analysis

On variable X1 through mediation variable Z against Y has mark namely $0.268 > 0.051$. This is It means variable Z is not is intervening variable on Y. Then For variable X2 through mediation variable Z against Y has mark namely $0.229 > 0.028$. This is It means variable Z is not is intervening variable on Y.

Table 1. Direct Influence

Variables	Regression Coefficient
X1 against Y	0.268
X1 against Z	0.168
X2 against Y	0.229
X2 against Z	0.094
Z against Y	0.303

Table 2. Indirect Effects

Variables	Regression Coefficient
X1 through Z against Y	$0.268 > 0.051$
X2 through Z against Y	$0.229 > 0.028$

The Sobel test is a statistical method for testing whether the mediation effect (indirect relationship) between independent and dependent variables is statistically significant. This test helps determine whether the influence of the independent variable on the dependent variable through a third variable (mediator) actually exists. The Sobel test calculation involves two stages of regression, and the results are z-scores or t-tests, which are then compared with table values or critical values to determine the significance of the mediation effect.

Table 3. Sobel test

Variables	Unstandardized	Std. Error	T Statistics	P- Value
X1 against Z	0.168 (a)	0.052 (sa)		
X1 against Y	0.268 (b)	0.071 (sb)	2,454	0.014
X2 against Z	0.094 (a)	0.055 (sa)	1,510	0.131

X2 against Y 0.229 (b) 0.071 (sb)
Source: Researcher Processing (2025)

Based on table 3. shows that the influence of the hybrid work system on employee work-life balance mediated by organizational support shows a T-table value of 2.454 > 1.993 and a sig. value of 0.014 < 0.05. This is show that support organization capable mediate connection system Work hybrid to balance work and life employee. Then influence flexibility Work to balance work and life employee with mediated support organization show T table value of 1.510 < 1.993 and a sig. value of 0.131 > 0.05. This show that support organization No capable mediate connection flexibility Work to balance work and life employee.

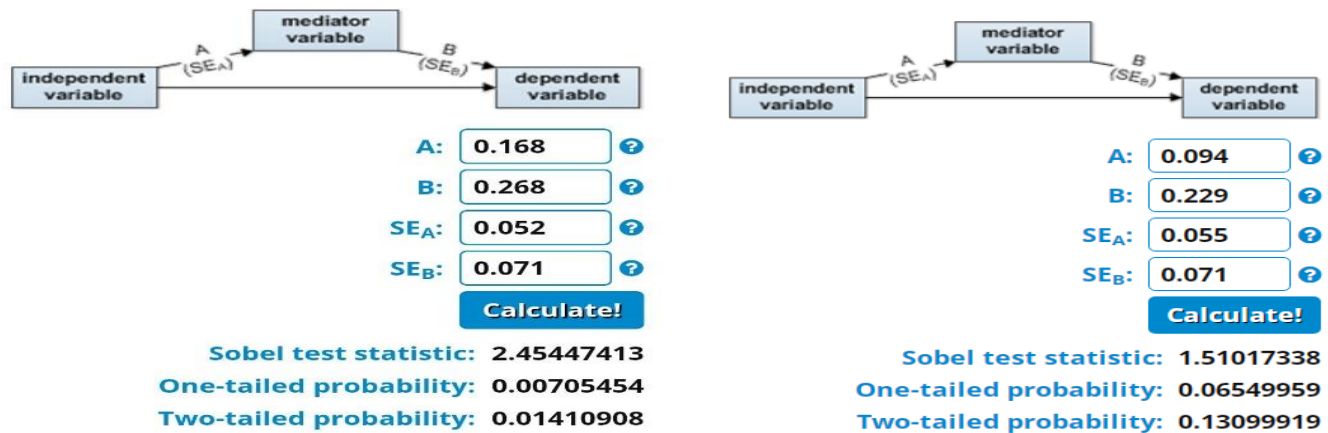


Figure 2. Sobel Calculator

As conclusion is If through analysis track pure then Z is not is intervening variable X1 on Y and X2 on Y, because influence direct more big than influence No directly . While If through method Sobel test, Z is intervening variable for X1 against Y, but for X2 against Y, variable Z is not is intervening variables.

4.2 Discussion

hybrid work system variable significantly impacts employee work-life balance . This finding offers important implications for company management in designing adaptive work policies that prioritize human resource well-being. From a managerial perspective, the results of this study align with Hudson 's (2005) multiple role theory , which states that individuals simultaneously perform multiple roles, both as workers and family members. The implementation of a hybrid work system provides employees with the opportunity to balance these roles more effectively. For management, this demonstrates that a hybrid work policy can be used as an HR management strategy to reduce role conflict, increase work comfort, and reduce the risk of fatigue and excessive work stress. These findings also support the instrumentalism theory, which views work as a means to support the quality of personal life. In a managerial context, the positive impact of a hybrid work system indicates that companies are able to improve employees' quality of life through time and energy efficiency, particularly due to reduced commuting time. This allows employees more time for recovery, family, and personal development, ultimately positively impacting employee productivity and loyalty to the company. The results of this study also emphasize the importance of work flexibility and autonomy as key elements in a hybrid work system . From a management perspective, providing flexibility in work time and location reflects the company's trust in employees. Higher autonomy fosters a sense of responsibility, engagement, and job satisfaction. Therefore, companies need to manage hybrid systems in a structured manner to ensure flexibility remains aligned with achieving organizational targets and performance. The findings of this study reinforce the role of technology support and work infrastructure in the success of hybrid work systems . For management, investments in collaborative technology, remote work systems, and knowledge management serve not only as operational tools but also as strategic tools to maintain work effectiveness and employee life balance. Adequate technological support allows for optimal work coordination even when employees are working from different locations. In conclusion, the results of this study strengthen Hudson's (2005) view. The combination of flexibility, autonomy, dual role management, and technology support are fundamental factors in improving employee work-life balance . From a managerial perspective, a hybrid work system can be positioned as a strategic policy that focuses not only on work efficiency but also on sustainable employee well-being. The results of this study are supported by research by (Budiman *et al.*, 2022) and (Khatimah, 2022) which states that the hybrid work system has a positive effect on employee work-life balance, so it can be a basis for companies in building a flexible, inclusive, and highly competitive work environment.

Hypothesis testing results indicate that work flexibility significantly impacts employee work-life balance. This finding provides empirical evidence for company management that work flexibility is a strategic tool for improving employee well-being. From a managerial perspective, the results of this study align with Hudson's (2005) Multiple Role Theory, which explains that employees perform multiple roles simultaneously, both within the context of work and family life. The implementation of work flexibility allows management to provide employees with the flexibility to organize their work time according to the needs of their non-work roles. This significant finding indicates that work flexibility policies can function as a mechanism for reducing inter-role conflict, allowing employees to continue to meet work demands without neglecting family responsibilities. These findings also support the instrumentalism theory, which views work as a means to improve the quality of personal life. From a management perspective, work flexibility allows employees to allocate time more efficiently for family, social, and self-recovery activities. The positive effects found indicate that flexibility policies not only impact individual satisfaction but also have the potential to increase employee engagement and loyalty to the organization. In accordance with the concepts of work flexibility and autonomy proposed by Hudson (2005), work flexibility gives employees greater control over how, when, and where they work. In a managerial context, this increased autonomy reflects the organization's trust in employees, which in turn can increase their sense of responsibility and job satisfaction. Research findings showing a significant influence of work flexibility indicate that the higher the level of autonomy employees perceive, the greater their chances of achieving a balance between work and personal life demands. The results of this study confirm that work flexibility is a strategic policy that management can adopt as part of sustainable human resource management. The research findings are supported by research by Ugiwisa and Ariffin (2024), which demonstrated a positive and significant impact of work flexibility on work-life balance. Companies need to design and manage work flexibility in a structured manner to align with organizational goals while simultaneously improving employee well-being and productivity.

Hypothesis testing results indicate that the hybrid work system variable significantly influences employees' perceived organizational support. This finding suggests that hybrid work policies impact not only individual aspects but also employees' perceptions of organizational concern and commitment. From a managerial perspective, these findings align with Hudson's (2005) multiple role theory. Hybrid work systems can be viewed as a tangible form of organizational support in helping employees manage their multiple roles, both as workers and as family members. When companies provide flexible work arrangements, employees interpret the policy as the organization's concern for their role balance. This reinforces the perception that the organization not only demands performance but also cares about employees' personal needs. Furthermore, based on instrumentalist theory, organizations that implement hybrid work systems provide employees with the means to optimize their work time and energy, primarily through reduced travel time and flexible work locations. In a managerial context, this demonstrates that the organization is actively creating a work environment that supports employee well-being. When employees experience the direct benefits of these policies, their perceptions of organizational support tend to increase. The concepts of flexibility and autonomy in Hudson's (2005) theory also support the relationship between hybrid work systems and organizational support. Hybrid work systems provide employees with greater structural flexibility and operational autonomy. From a management perspective, this provision of autonomy reflects the organization's trust in employees, ultimately strengthening the psychological bond between employees and the organization. Furthermore, Hudson (2005) emphasized the importance of technological and infrastructure support as prerequisites for the success of hybrid work systems. In managerial practice, organizational investment in collaborative technology, digital access, and adequate communication facilities are tangible indicators of organizational support. When companies provide infrastructure that allows employees to remain productive and connected while working flexibly, employees will view the organization as supportive of their work success. These results are supported by research by Deski and Chusairi (2024) and Darpin and Fikran (2023), which showed that hybrid work systems have a positive and significant impact on organizational support. The implementation of a planned hybrid work system supported by adequate infrastructure can increase employee trust, engagement, and positive perceptions of the organization.

The results of the hypothesis testing indicate that work flexibility does not significantly influence employees' perceived organizational support. Nevertheless, this finding remains theoretically relevant and has important implications for company management. From the perspective of Multiple Role Theory, work flexibility does indeed help employees manage multiple roles, both work and family. However, the benefits of this flexibility are felt more at the individual and operational level, rather than at the relational level between employees and the organization. This means that flexibility facilitates work schedule management, but it does not automatically create the perception that the organization provides employees with additional emotional, structural, or resource support. Meanwhile, from an instrumentalist perspective, work flexibility can improve employee comfort and efficiency, but it doesn't always translate into organizational concern for employee well-being. In a managerial context, flexibility is often implemented as a strategy for efficiency and operational adjustment, rather than as a well-being policy. When employees view flexibility as a job requirement or consequence, rather than an organizational initiative, perceptions of organizational support tend to be less positive. Hudson (2005) emphasizes that flexibility needs to be accompanied by technological support, clear policies, and effective managerial communication to be perceived as a form of organizational support. From a management perspective,

flexibility implemented without clear work guidelines, a fair appraisal system, and supportive superior-subordinate interactions has the potential to be perceived as an additional burden, rather than support. This situation may explain why in this study, work flexibility did not have a significant effect on perceived organizational support by employees. From a managerial perspective, these findings provide a lesson that work flexibility is not simply provided; it must be managed and communicated as part of an organization's commitment to employees. Without the support of clear systems, policies, and leadership, work flexibility tends to be perceived as a technical aspect of the job, rather than a tangible manifestation of organizational support.

Hypothesis testing results indicate that organizational support significantly influences employee work-life balance. This finding confirms that the organization's role significantly determines an employee's ability to balance the demands of work and personal life. From a managerial perspective, the results of this study align with Hudson's (2005) fundamental theory, which emphasizes that work-life balance is not solely dependent on individual abilities but is also heavily influenced by the policies, resources, and structural support provided by the organization. When a company provides adequate work facilities, facilitating policies, open communication, and a work environment that addresses employee needs, these conditions help employees fulfill their work and family roles in a more balanced manner. This demonstrates that organizational support is an effective form of managerial intervention in improving employee well-being. These findings also align with Multiple Role Theory, which explains that each individual performs multiple roles simultaneously. From a management perspective, organizational support plays a role in reducing role strain experienced by employees. When organizations provide adequate support, employees have a greater capacity to manage work demands without sacrificing family or personal needs, thus achieving optimal role balance. From an instrumentalist perspective, organizational support allows the work domain to function as a vehicle for enhancing the quality of employees' personal lives. In a managerial context, organizational support makes work feel more manageable, clear, and less emotionally draining. This provides employees with the psychological space to better navigate their lives outside of work, ultimately improving work-life balance. Strong organizational support is also closely linked to work flexibility and autonomy. When management provides trust, access to technology, and adaptive work policies, employees feel more in control of their work schedule. The availability of work facilities and attention from superiors are clear signals that the organization cares about employee well-being. These positive perceptions directly impact employees' ability to balance work demands with the needs of family and personal life (Hudson, 2005). Research result This This is supported by (Hassan *et al.*, 2022), which shows that organizational support has a positive and significant effect on employee work-life balance. From a managerial perspective, employees who feel emotionally, instrumentally, and structurally supported tend to have lower stress levels, higher job satisfaction, and a better ability to maintain work-life balance. Therefore, organizational support needs to be positioned as part of a human resource management strategy oriented towards long-term sustainability and performance.

The results of the hypothesis testing show that support organization capable mediate connection between system Work hybrid and balance employee work - life balance. Findings This confirm that success system Work hybrid depends largely on the extent to which the organization give adequate support to employees. From the perspective view managerial, findings This in line with Hudson's fundamental theory (2005) which emphasizes that work-life balance No only influenced by structure or flexibility work, but also by role active organization in provide support structural, instrumental, and emotional. hybrid work system does offer flexibility, efficiency, and work autonomy, these benefits won't be fully felt by employees without clear policies, superior support, and adequate organizational resources. Thus, support organization play a role as reinforcement that ensures system Work hybrid truly impact positive on balance work and life. Based on theory role multiple (Multiple Role Theory), support organization functioning as damper pressure role strain experienced employee in system Work hybri. When employees must operate various role in a way simultaneously as workers, members family, as well as individual, support organization in form rule clear work, effective communication, and availability technology Work help they manage demands the in a way more balanced. From a management perspective, this suggests that organizational support is a key factor in preventing role conflict that can undermine employee well-being. theory instrumentalism, support organization allows benefit system Work hybrid truly converted become improvement quality life personal employees. Savings time consequence decrease journey work, for example, only will impact positive If organization provide facility adequate technology, mechanisms help when happen obstacles, as well as rule work that is not confusing. In context this, support organization play a role as bridging instrument benefit operational system hybrid with improvement well-being and work-life balance employees. Findings this is also consistent with draft flexibility and autonomy according to Hudson (2005). System Work hybrid give room more control big to employees, however support organization ensure that flexibility the No cause consequence negative like confusion coordination, pressure excessive communication, or ambiguity expectation performance. From the angle view managerial, support strong organization make flexibility in system hybrid as source comfort and productivity. On the other hand, without support adequate organization, flexibility precisely potential changed become source stress for employees. Research results This confirm that support organization play a role as mechanism optimizing mediation benefit system Work hybrid to balance work and life employee. Findings This supported by research by Hassan *et al.* (2022) which shows that support organization capable mediate connection between system Work hybrid and work-life balance. From the perspective managerial, corporate No Enough only apply system Work hybrid, but also necessary ensure existence support

consistent policies, technology and leadership so that the system truly contribute to well-being and performance employee.

The results of the hypothesis testing show that support organization No capable mediate connection flexibility Work to balance employee work life balance. Findings This show that flexibility work, even though important, no always become effective path in increase work-life balance through support organization. Flexibility Work often seen as form attention organization to need employees. Allen (2001) stated that policy flexible generally increase perception support organization Because employee evaluate organization give room For manage demands work and non work. However, from corner view managerial, results study This show that flexibility Work No always interpreted employee as form support organization, but rather more perceived as arrangement work of a nature administrative and functional. These results can explained through method flexibility Work implemented and perceived in context organization stud. The flexibility provided without accompanied by attention managerial, supportive communication, or confession to contribution employee tend No build perception support organization. This is in line with findings Kossek, Lautsc, and Eaton (2006) stated that flexibility Work No will increase perception support organization if culture work, load tasks and relationships with superior No support utilization flexibility In other words, flexibility Work new functioning as signal support organization if accompanied by trust, appreciation, and quality connection good superiors and subordinates. From the perspective managerial, perception support organization more Lots influenced by factors more relational and structural strong compared to flexibility Work solely. Caesens and Stinglhamber (2014) showed that attention superiors, justice organization, as well as confession on contribution employee own more influence dominant to perception support organization. Therefore that, although flexibility Work given, thing the No in a way automatic increase the feeling of being supported by the organization. Conditions This explain Why support organization No capable play a role as a mediator in connection between flexibility work and balance work and life employee. Findings study This different with results study Ugiwisa and Ariffin (2024) and Hassan *et al.* (2022) who found role mediation support organization in relationships flexibility work and work-life balance. The difference results This indicates from corner view managerial, flexibility Work just No Enough For create a sense of support if No accompanied by consistent policies, caring leadership, and attention real organization to welfare employee. Research result This confirm that improvement balance work and life employee No can achieved through mechanism mediation support organization on variables flexibility Work solely. The company needs to combine flexibility Work with support managerial in nature emotional, structural, and relational for flexibility truly contribute to work-life balance employee.

5 | CONCLUSIONS AND FUTURE WORK

This conclusion aim For summarize findings main thing that is obtained based on results data analysis and discussion that has been described in the chapters previously. Compilation conclusion referring to the goal research and formulation problem set, so capable give the whole picture about answer on problem research. Based on findings research obtained, then conclusions that can be drawn withdrawn is the more increase balance work and life personal its employees; increasingly tall level flexibility work implemented at BRIN, then will the more Good balance work and life personal its employee; the implementation is increasingly optimal system Work hybrid at BRIN, then the more high perception employee to support organization; organization give choice time or method flexible working, employees No automatic feel more supported organization, because Lots other determining aspects support organizations, such as attention leadership, policy organization, justice, or facility work; increasingly tall organization show support technical (support emotional and instrumental) that is felt employees, then will the more increase balance work and life personal its employees; and balance work and life employee can achieved through system Work hybrid If organization support employee completely, through clear policies, attention leadership, facilities and resources Power supporters; even work-life balance employee No formed through perception support organization when flexibility Work applied, but rather possibility influenced by other outside factors support organization.

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