

## DOES SUBJECTIVE WELL-BEING AND PERCEIVED ORGANIZATIONAL CAN SUPPORT STARTUP EMPLOYEES' PERFORMANCE DURING HYBRID WORKFORCE ERA?

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**Abstract:** The hybrid workforce is a combined work from an office and remote working implemented by many companies after the pandemic subsided. This study analyzed the subjective well-being and perceived organizational support in the hybrid workforce era on startup employees' performance in Indonesia. The total of the research samples was 110 samples, which the researcher used convenience sampling to obtain and SEM-PLS analysis to analyze the data. The results showed differences between permanent and temporary employees that stem from differences in perceptions between the two groups of employees. In the effect of perceived organizational support on subjective well-being, the researcher obtained the same results between temporary and permanent employees, in which perceived organizational support affected their well-being. The result obtained for the effect of subjective well-being on employee performance showed that it did not affect temporary employees but permanent employees. In the effect of perceived organizational support on employee performance, temporary employees have a more significant influence on permanent employees. In the influence of the hybrid workforce era on employee performance, the results obtained did not affect temporary but affect permanent employees.

**Keywords:** permanent employees, performance management, remote working, SEM-PLS, temporary employees

**Abstrak:** Hybrid workforce merupakan bentuk kombinasi bekerja di kantor dan bekerja jarak jauh yang sudah diterapkan oleh banyak perusahaan setelah pandemi dianggap sudah mereda. Penelitian ini bertujuan untuk menganalisis kesejahteraan subjektif dan persepsi dukungan organisasi di era hybrid workforce terhadap kinerja karyawan startup di Indonesia. Jumlah sampel pada penelitian ini sebanyak 110 sampel, dimana peneliti menggunakan convenience sampling untuk pengambilan sampel dan analisis SEM-PLS untuk analisis data. Hasil penelitian menunjukkan adanya perbedaan hasil antara karyawan kontrak dan karyawan tetap yang berasal dari perbedaan persepsi antara keduanya. Pada pengaruh perceived organizational support terhadap kinerja karyawan, didapatkan hasil yang sama antara karyawan kontrak dan karyawan tetap yaitu perceived organizational support berpengaruh pada kinerja mereka. Pada pengaruh subjective well-being terhadap kinerja karyawan, didapatkan hasil tidak berpengaruh pada karyawan kontrak dan berpengaruh pada karyawan tetap. Pada pengaruh perceived organizational support terhadap kinerja karyawan, karyawan kontrak memiliki pengaruh lebih besar terhadap karyawan tetap. Pada pengaruh era hybrid workforce terhadap kinerja karyawan, didapatkan hasil tidak berpengaruh terhadap karyawan kontrak namun berpengaruh terhadap karyawan tetap.

**Kata kunci:** bekerja jarak jauh, karyawan tetap, karyawan kontrak, kinerja karyawan, SEM-PLS

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## INTRODUCTION

The world encountered new challenges that required adopting new ways of working. Therefore, a new era emerged, namely the hybrid workforce era. It combines the two concepts of working remotely and working from the office. Hybrid work arrangements combine the benefits of remote and office work and are expected to be the dominant model for future work (Moglia et al. 2021). In this pandemic situation, companies need to pay more attention to employee performance to improve company performance. Employee performance is a significant matter that needs optimization by every company. Thus, companies will require every employee to maximize their performance. Employee performance is the result of work achieved by an individual in carrying out their duties and responsibilities. Employee performance is used to measure the level of success employees have achieved. Employee performance can be seen or determined from the target, quality, and quantity of work employees attained (Putra, 2015).

Remote working can have an impact influenced by employees' subjective well-being (Song and Gao, 2018). Whether or not employees carry out their duties and responsibilities cannot be separated from their welfare. One evolving aspect of welfare is subjective well-being, an affective and cognitive assessment or evaluation of an individual in assessing life aspects such as life satisfaction, security, comfort, and happiness. Subjective well-being is used in describing a person's life qualities perceived from their life's evaluation which can affect employee performance (Pratiwi et al. 2020). Moreover, organizational support is indispensable during these new work arrangements implementation. Perceived organizational support refers to employee perception regarding their efforts and contributions valued by their organization (Allah 2021). Employees can feel energized even when faced with a very high workload. Thus, organizational support can change employee attitudes to be more active in achieving organizational goals. Organizational support is manifested in three expressions of resources such as internal communication, reward and recognition, and opportunities for subjective well-being development (Asan et al. 2020).

Every company usually has temporary employees and permanent employees. According to Undang-undang Ketenagakerjaan Pasal 56 Ayat 1 concerning Employment Relations, the types of employees/workers

are only divided into two, namely PKWT (Specific Time Work Agreement) and PKWTT (Unspecified Time Work Agreement). According to the law, internship and apprenticeship are two distinct concepts. According to Peraturan Menteri Ketenagakerjaan No. 6 of 2020 Pasal 3 concerning Requirements for Apprenticeship Providers, employees with an apprenticeship agreement, a training unit, resources including buildings and infrastructure, and mentors are considered apprentices. If these requirements are not met, it can be argued that the employee is an intern, for this research, temporary employees, a category of worker with a fixed-hour work arrangement (PKWT).

The difference in status between temporary employees and permanent employees affects the rights they receive. Although the differences in rights they receive exist, employees are required to produce a good performance. However, each employee has different subjective well-being, and it will not be easy to encourage them to give maximum performance. Organizational support is essential in the current situation of implementing new work arrangements.

This research was undertaken to understand the different conditions of temporary employees and permanent employees in this hybrid workforce era. This research is limited to startup companies in Jakarta which implemented hybrid working. This research calls every human resource management to increase employee performance by knowing their subjective well-being and perceived organizational support.

## METHODS

This study used a quantitative approach to examine a specific population or sample. The data collection was done with research instruments, and the data analysis was statistical to test the hypothesis set. The author retrieved this study from Google Forms as primary data and distributed it through social media such as Whatsapp, Instagram, LinkedIn, and Twitter, and other data as secondary data. This study also used the 7-point Likert scale to minimize measurement error. There are strongly disagree, disagree, quite disagree, neutral, quite agree, agree, and strongly agree. The criteria of respondents were temporary employees and permanent employees at a startup company in Jakarta who did hybrid work and this research was conducted in May 2022. The author used the non-probability sampling

technique, namely convenience sampling, where the population members meet specific criteria, such as easy access, geographical proximity, time availability, and availability to become respondents (Etikan et al. 2016). The sample measurement guideline used was that the population size is not known for sure, thus recommending that the minimum sample size is 5-10 times the indicator variable (Hair et al. 2010). The data in this study were analyzed using descriptive analysis and SEM (structural equation modeling) analysis using the SmartPLS 3.0 software. The research instrument was tested using validity and reliability tests. Descriptive analysis was used to analyze data by describing the questionnaire data filled in by respondents as it is, without giving generalized conclusions. The SEM, or structural equation modeling method, was used to test the direct and indirect effects between independent and dependent variables. In the present study, the method used to process and analyze the data was SEM with the Partial Least Square (PLS) approach. The author used this method to test latent variables and identify variables in exploratory research or an extension of existing theory. The SEM-PLS method can be applied to various sample sizes and data scales and does not require many assumptions. The research framework in Figure 1.

Subjective well-being is used to reflect the individual's life quality based on their life evaluation. The perception of organizational support is about how employees feel supported by the organization. During this pandemic, organizational support is crucial for employees. The more positive the perception of organizational support for employees, the higher their well-being will be (Dini and Mubarak, 2021). Employees in this era need some support to fulfill their responsibilities at work because lack of support will impacts their well-being (Anindita and Korompis, 2022). H1: Perceived organizational support positively and significantly impacts the subjective well-being of permanent employees and temporary employees in the hybrid workforce era.

Organizational performance is strongly influenced by employee performance. It means a company's success or failure can be seen by the performance achieved by its employees. Employee performance improves if their level of well-being is high. They tend to improve their performance when they feel happy. Subjective well-being positively impacts employee performance, meaning that subjective well-being can improve employee performance within a company (Mubyl and Dwinanda, 2019). H2: Subjective well-being positively and significantly impacts the performance of permanent employees and temporary employees in the hybrid workforce era.

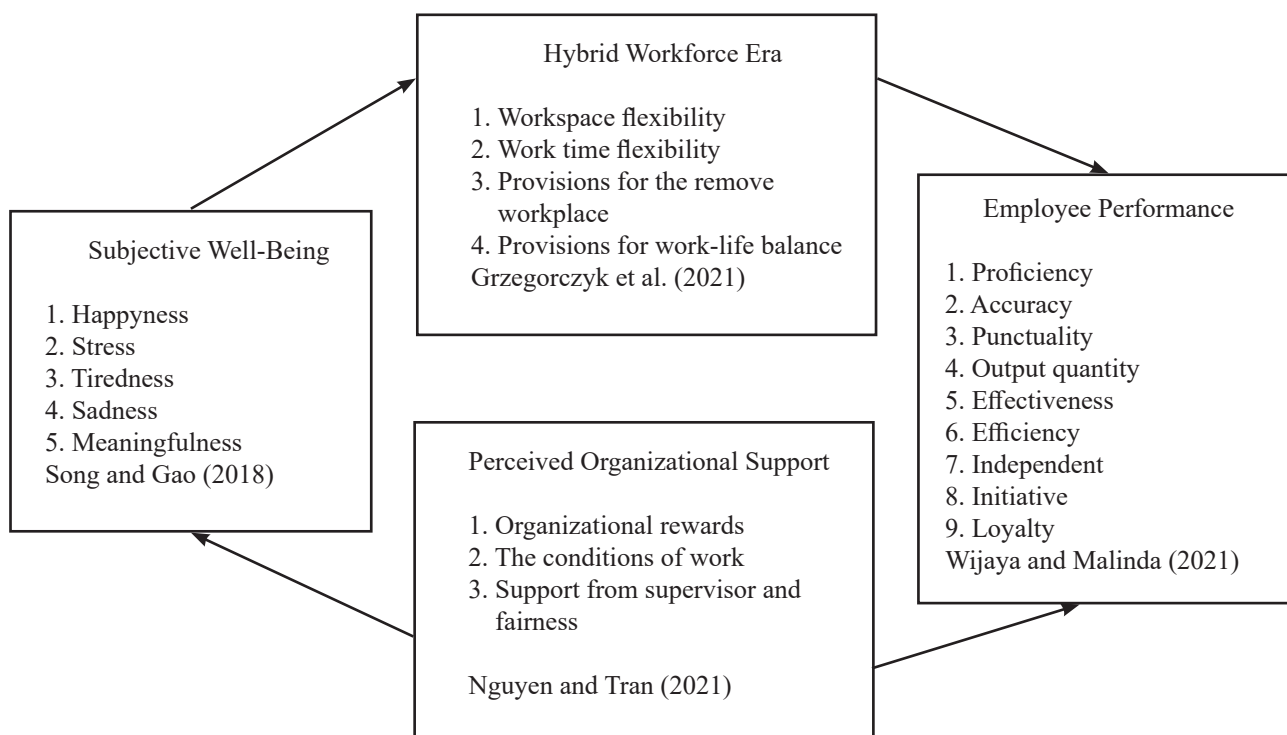


Figure 1. Research framework

In addition to subjective well-being, perceived organizational support also affects employee performance. Perceived organizational support shows how much employees feel valued by their company. This can be reciprocal for employee performance. If they feel like the company provides sufficient support, employees tend to improve their performance. Perceived organizational support positively and significantly impacts employee performance. During the COVID-19 pandemic, companies provided positive and helpful support for employees, resulting in performance improvement (Lukiyana and Yusuf, 2022). H3: Perceived organizational support for permanent employees has a greater impact than temporary employees in the hybrid workforce era.

This hybrid workforce era implementation will certainly affect employee performance. This new condition may give different perceptions among employees. For those who like to work flexibly, this era is crucial to their performance. New work practices give employees the freedom to choose their work environment to improve their performance (Hidayat et al. 2022). H4: Hybrid workforce era positively and significantly affects employee performance.

## RESULTS

### Respondent Characteristics

There were as many as 124 respondents in this research, but the author only used 110. Respondents' characteristics were used to determine their diversity based on gender, age, employee status, etc. There were 71 permanent employee respondents participated in this research. Respondent characteristics for permanent employee can be seen in Table 1. There were 31 temporary employees respondents participated in this research. Respondent characteristics for temporary employees can be seen in Table 2.

Based on the data obtained, as many as 60 respondents have done hybrid work, even before the pandemic. A total of 60 respondents did hybrid within <1 year, 36 respondents within 1-2 years, and six within >2 years. After the pandemic was over, or the new normal, there were as many as 92 respondents whose companies continued to run a hybrid work system, and the other 18 respondents fully returned to work from the office.

Table 1. Respondent characteristics (permanent employee)

Characteristic	Total	%	Characteristic	Total	%
<b>Gender</b>			5 – 20 km	32	45.1
Male	28	39.4	20 – 40 km	24	33.8
Female	43	60.6	40 – 60 km	3	4.2
<b>Age</b>			>100 km	5	7.1
20 – 25 years old	35	49.3	<b>Industry Type</b>		
26 – 30 years old	28	39.4	E-commerce	28	39.1
31 – 35 years old	8	11.3	Fintech	5	7.1
<b>Monthly Income</b>			Hospitality	15	21.1
<Rp4,000,000	7	9.8	Edutech	2	2.7
Rp4,000,000 – Rp7,999,999	41	57.8	Healthtech	1	1.5
Rp8,000,000 – Rp11,999,999	10	14.1	IT	8	11.2
Rp12,000,000 – Rp20,000,000	6	8.5	Media	4	5.7
>Rp20,000,000	7	9.8	Social Media Agency	3	4.2
<b>Distance between Home and Office</b>			Others (Retail, Gaming, Advertising, and Manufacturing)	5	7.1
<5 km	7	9.8			

Table 2. Respondent characteristics (temporary employees)

Characteristic	Total	%	Characteristic	Total	%
Gender			Industry Type		
Male	14	35.9	E-commerce	7	17.9
Female	25	64.1	Fintech	4	10.3
Age			Hospitality	10	25.6
20 – 25 years old	39	100	Edutech	9	23.2
Monthly Income			Healthtech	2	5.2
<Rp4,000,000	35	89.7	IT	3	7.6
Rp4,000,000 – Rp7,999,999	4	10.3	Media	1	2.5
Distance between Home and Office			Social Media Agency	2	5.2
<5 km	7	17.9	Insurance	1	2.5
5 – 20 km	17	43.6			
20 – 40 km	7	17.9			
40 – 60 km	6	15.4			
60 – 80 km	2	5.2			

### Employee Perception on Hybrid Workforce Era

Employee perception of the hybrid workforce era was to determine employees' perceptions about this era. The author differentiated employee perceptions based on employee status, the distance between home and office, and employee salary. Based on employee status, the author obtained the average value of the hybrid workforce era on a scale of 5, meaning respondents quite agreed with each question item in the questionnaire regarding the hybrid workforce era. Based on the distance from home and work, the average value of the hybrid workforce era was on scales 5 and 6, meaning that respondents quite agreed and agreed with each question item on the questionnaire. Based on employee salary, the author obtained the average value of the hybrid workforce era on scales 4, 5, and 6. It means respondents quite agreed, were neutral, and agreed with each question item in the questionnaire regarding the hybrid workforce era. Overall, temporary employees and permanent employees had the same opinion, which is quite agreeable to the hybrid workforce era. During the hybrid workforce, when not working in the office, 51 people always worked at home during the hybrid workforce era, and 59 people did not. Those who did not work at home worked in cafes, coffee shops, co-working spaces, friends' houses, hometowns, and relatives' houses. For those who always worked at home, some feel that their home atmosphere was not supportive, such as unstable internet connection, a non-conducive home environment, not having a representative workspace, unsupportive workspace, being disturbed by children, and doing household chores. For these

reasons, the author concluded that these factors made permanent employees and temporary employees tend to favor hybrid work.

### SEM-PLS Analysis

The measurement model, or the outer model, was used to measure the correlation between indicators and latent variables. Convergent and discriminant validity were used to test what is focused on in the measurement model. Measurement begins by calculating outer loading, where convergent validity can be said to support if the outer loading on each indicator is  $> 0.7$  (Hair et al. 2010). Indicators on outer loading with a value  $< 0.7$  must be removed from the model and revalidated. Figure 2 shows the final research results.

From the results of temporary employees, the researcher concludes that all variables positively affect other variables. In contrast with permanent employees, only the perceived organizational support relationship directly negatively affects employee performance, while the influence between other variables has a positive effect. Figure 3 shows the final research results for permanent employees.

The succeeding analysis was the composite reliability or construct reliability calculation, which will be declared reliable if Cronbach's alpha and composite reliability are  $> 0.6$  and a value of  $> 0.5$  for AVE. The following in Table 3 are the results of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted for temporary employees.

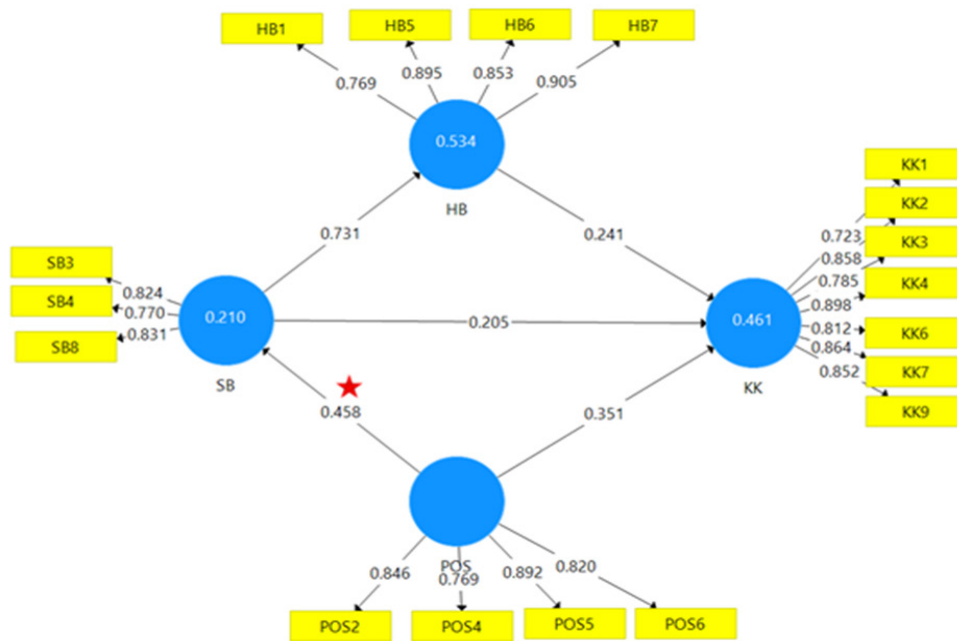


Figure 2. Temporary employees final research method

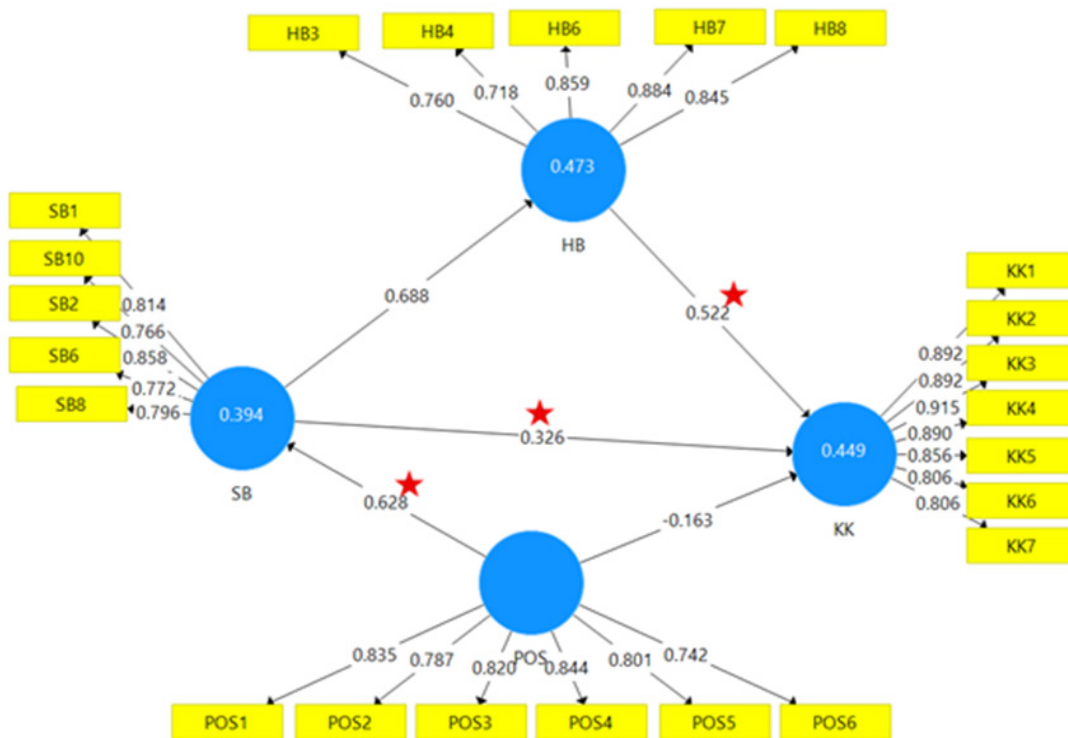


Figure 3. Permanent employees final research method

Table 3. Temporary employees reliability test result

Latent Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Hybrid Working (HB)	0.878	0.917	0.735
Employee Performance (KK)	0.923	0.939	0.688
Perceived Organizational Support (POS)	0.852	0.900	0.694
Subjective Well-Being (SB)	0.736	0.850	0.654

From the results, it is declared reliable because Cronbach's alpha and composite reliability values have exceeded 0.6, and the AVE value has exceeded 0.5. Table 4 shows the results of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted for permanent employees (Table 4). The results on permanent employees are also the same as temporary employees, declared reliable. Next is the calculation of discriminant validity seen through the values on the Fornell-Larcker criterion. The value of Fornell-Larcker can be seen in Table 5 for temporary employees employees, which is as follows.

The results on temporary employees have met the discriminant validity requirements, where the latent variable values are greater than the latent variable values. Permanent employees also met the requirements of discriminant validity. For permanent employees, the Fornell-Larcker value can be seen in Table 6.

The structural or inner model was used to see the significance of the correlation between latent variables and their constructs. For temporary employees, the R square values in this study were 0.415 on employee performance and 0.189 on subjective well-being.

Therefore, employee performance and subjective well-being were at moderate and weak levels. For permanent employees, the values were 0.424 on employee performance and 0.385 on subjective well-being. Thus, both values were at a moderate level. The R square levels can be considered strong if the R square value is greater than 0.67, moderate if the value is lower than 0.67 but greater than 0.33 and weak if lower than 0.33 but greater than 0.19 (Chin, 1998). Furthermore, the goodness of fit (GOF) in this study can be seen in the following measurements:

- Permanent Employees
 
$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$= 1 - (1 - 0.424^2)(1 - 0.385^2)$$

$$= 1 - (1 - 0.179)(1 - 0.148)$$

$$= 1 - (0.821)(0.852)$$

$$= 1 - 0.699$$

$$= 0.30$$
- Temporary Employees
 
$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$= 1 - (1 - 0.415^2)(1 - 0.189^2)$$

$$= 1 - (1 - 0.172)(1 - 0.035)$$

$$= 1 - (0.828)(0.965)$$

$$= 1 - 0.799$$

$$= 0.20$$

Table 4. Permanent employees reliability test result

Latent Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Hybrid Working (HB)	0.874	0.908	0.665
Employee Performance (KK)	0.944	0.955	0.750
Perceived Organizational Support (POS)	0.892	0.917	0.649
Subjective Well-Being (SB)	0.861	0.900	0.643

Table 5. Temporary employee fornell-larcker criterion result

	Hybrid Working (HB)	Employee Performance (KK)	Perceived Organizational Support (POS)	Subjective Well-Being (SB)
Hybrid Working (HB)	0.857			
Employee Performance (KK)	0.597	0.829		
Perceived Organizational Support (POS)	0.586	0.586	0.833	
Subjective Well-Being (SB)	0.731	0.542	0.458	0.809

Table 6. Permanent Employee Fornell-Larcker Criterion Result

	Hybrid Working (HB)	Employee Performance (KK)	Perceived Organizational Support (POS)	Subjective Well-Being (SB)
Hybrid Working (HB)	0.815			
Employee Performance (KK)	0.628	0.866		
Perceived Organizational Support (POS)	0.727	0.421	0.806	
Subjective Well-Being (SB)	0.688	0.583	0.628	0.802

The T statistical value must exceed the T table value to determine the significant effect between variables. If the T statistic exceeds the T table, then H0 is accepted. Conversely, if the T statistic is less than the T table, then H0 is rejected. Table 7 shows the conclusion of the research hypothesis testing on temporary employees and permanent employees.

Apart from the direct effect, the indirect effect can also affect the conclusion of hypothesis testing. The total effect was used to determine the combination of the correlation of direct and indirect effects between variables. The following is the total effect of this study.

According to Table 8, there are a positive correlations between the direct and indirect effects of the variables. Figure 3 contrasts this finding with the direct effect of perceived organizational support (POS) on employee performance (KK). However according to Table 8, POS has a positive effect on KK due to a combination of direct and indirect effects. Other variables can be used to interpret indirect effects. The use of Table 8 for additional analysis will be covered in the section on hypothesis testing.

### Hypothesis Testing

H1: Perceived organizational support positively and significantly affects the subjective well-being of permanent employees and temporary employees during the hybrid workforce era.

Based on the evaluation of the structural model, the statistical T values were 3.218 for temporary employees and 9.161 for permanent employees. Thus, the author concluded that H0 was rejected or H1 was accepted because this value exceeded the T table value (1.645). Moreover, based on the path coefficient, each value was 0.458 for temporary employees and 0.628 for permanent employees. It showed that perceived organizational support positively affects subjective well-being. The research results on this hypothesis align with the one conducted by (Dini and Mubarak, 2021). The previous study stated that perceived organizational support strongly correlates with the subjective well-being of its employees. Employee well-being is strongly influenced by actions taken by the organization itself, such as assistance provided by the organization when employees need help and the organization's attention to its employees. Subjective well-being is a psychological attribute that can describe a person's positive life level. Someone with high subjective well-being tends to have life satisfaction and feel happier than feeling unpleasant emotions (Utami, 2015). Also, employees who feel that the organization shows positive things, such as attention, and supports their actions, allows them to provide reciprocity, such as looking for creative ideas, helping to solve current as well as future problems, and performing turning their creative ideas into innovative actions (Nurali, 2021).

Table 7. Research hypothesis testing conclusions

Testing	T-Statistics	
	Temporary	Permanent
Hybrid Working (HB)→Employee Performance (KK)	1.102	2.996*
Perceived Organizational Support (POS)→Employee Performance (KK)	1.704	1.248
Perceived Organizational Support (POS)→Subjective Well-Being (SB)	3.218*	9.161*
Subjective Well-Being (SB)→Employee Performance (KK)	1.020	2.084*

Note: T-table: 1.645; \*H0 is accepted

Table 8. Total effect research

Testing	T-Statistics	
	Temporary	Permanent
Hybrid Working (HB)→Employee Performance (KK)	0.241	0.522
Perceived Organizational Support (POS)→Employee Performance (KK)	0.526	0.267
Perceived Organizational Support (POS)→Subjective Well-Being (SB)	0.458	0.628
Subjective Well-Being (SB)→Employee Performance (KK)	0.382	0.685



H2: Subjective well-being positively and significantly impacts the performance of permanent employees and temporary employees during the hybrid workforce era.

Based on the evaluation of the structural model, the statistical T values were 1.020 for temporary employees and 2.084 for permanent employees. Thus, the author concluded that H0 was accepted or H1 was rejected for temporary employees because the value is less than the T table value (1.645). Moreover, based on the path coefficient, each value was 0.205 for temporary employees and 0.326 for permanent employees. It showed that subjective well-being has a positive direction on employee performance, meaning if temporary employees' subjective well-being increases, there tends to be no significant change in employee performance. In contrast, if the subjective well-being of permanent employees increases, there is a positive and significant change in employee performance. It does not align with previous research, which stated that subjective well-being significantly and positively affects employee performance (Mubyl and Dwinanda, 2019).

H3: Perceived organizational support for permanent employees has a greater impact than temporary employees in the hybrid workforce era.

Based on the evaluation of the structural model, the statistical T values were 1.704 for temporary employees and 1.248 for permanent employees. Thus, the author concluded that H0 was accepted or H1 was rejected for temporary employees. H0 was rejected, or H1 was accepted for permanent employees if compared with the T table value (1.645). Moreover, based on the path coefficient, each value was 0.351 for temporary employees and -0.163 for permanent employees. It showed that perceived organizational support has a positive direction on employee performance and a negative direction for permanent employees. This means, if temporary employees' perceived organizational support increases, employee performance also increases but not significantly. In contrast, if the perceived organizational support of permanent employees increases, employee performance will decrease. In the present study, the path value of the perceived organizational support coefficient on the performance of permanent employees had a value of -0.163, meaning that there is no effect between the

two variables. However, Table 7 shows an indirect effect in this study, namely through subjective well-being and the hybrid workforce era. Thus, the value obtained for the total effect, which is a combination of direct and indirect effects between variables, was 0.526 for temporary employees and 0.267 for permanent employees. In conclusion, this third hypothesis was rejected because the effect of temporary employees was greater than that of permanent employees. According to Warman et al. (2022), perceived organizational support can be called as a company's image so the employees will show their best performance through commitment and involvement in the organization. Two factors affect employee performance, namely within the employee self and from their work. Factors within the employee are intelligence, special skills, age, years of service, personality, emotions, ways of thinking, perceptions, and work attitudes. Meanwhile, work factors can come from the work environment (Adha et al. 2019).

H4 : Hybrid workforce era positively and significantly affects employee performance.

Based on the evaluation of the structural model, the statistical T values were 1.102 for temporary employees and 2.996 for permanent employees. Thus, the author concluded that H0 was accepted or H1 was rejected because the value for temporary employees is less than the T table value (1.645). It showed that H1, which stated that the hybrid workforce era positively affects employee performance, was rejected. Moreover, based on the path coefficient, the respective values were 0.241 for temporary employees and 0.522 for permanent employees. This showed that the hybrid workforce era had a positive direction on employee performance. This means that if the implementation of hybrid work continues, there is likely to be no significant change in the performance of temporary employees. In contrast, if the indicators in the hybrid workforce era give positive results to employees, there will be positive and significant changes in the performance of permanent employees. It does not align with previous research where the new work implementation gave employees freedom in choosing their work environment to improve their performance (Hidayat et al. 2022). But, according to Grzegorzczuk et al. (2021), the disadvantages of a hybrid workforce are that it tends to have longer work hours than usual, there are work interruptions due to personal life, and the workload can be higher.

## Managerial Implications

The company must give sufficient appreciation to its employees, as well as moral and material support. The results showed that sufficient appreciation and support from superiors is necessary for employees to improve their performance. Lack of appreciation makes them feel a lack of motivation because their performance is not commensurate with the appreciation given. Providing moral or material support can motivate them to increase their productivity at work. Furthermore, providing training that suits the needs of its employees. Lack of relevance of training to their work, employees tend to feel that the support provided is lacking. Then, the company needs to create a comfortable environment and atmosphere for employees, both while working in the office and at home, and ensure that this new way of working can positively impacts the contract and permanent employees. Thus, the difference in status does not reduce their performance during hybrid work.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the research results, the differences in rights obtained between temporary employees and permanent employees do not affect their performance during this hybrid workforce era. Furthermore, there is the same opinion between temporary employees and permanent employees towards the hybrid workforce era, which tends to quite agree and agree with each point of the hybrid workforce era indicator. In addition, there are some result differences in the effects of variables on the performance of temporary employees and permanent employees. This is because permanent employees have work experience before and after the hybrid work implementation, while new temporary employees work during the hybrid workforce era implementation. Based on the description of the results above, the author concludes that the next human resource management (HRM) of startup companies needs to provide sufficient support and training that suits the employees' needs. Providing irrelevant training can be futile even though it can give employees new insights. In addition, employees need enough appreciation to improve their performance. Employees tend to be happy and feel appreciated if their performance is appreciated. Lack of appreciation makes them feel a lack of motivation because their performance does not commensurate with what they receive.

## Recommendations

For future research, it is recommended to equalize the number of respondents of temporary employees and permanent employees so that the results can be more accurate. It is also recommended to research specific objects, such as respondents with the same company, to make it easier to identify deeper managerial implications.

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