

The Effectiveness of Hybrid Work Model on Employee Performance with Time Management Skills and Work-Life Balance as Mediating Variables

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Abstract. *Technological developments and changes in work patterns due to the COVID-19 pandemic have accelerated the adoption of hybrid work models in various industrial sectors, including the tax consulting industry. The hybrid work model is a combination of working from home and working from the office that provides flexibility for employees in carrying out their duties. This study, entitled "The Effectiveness of Hybrid Work Models on Employee Performance with Time Management Skills and Work-Life Balance as Mediating Variables," uses primary data. In this study, the SEM-PLS (Structural Equation Modeling-Partial Least Square) application is used. The first hypothesis in this study aims to test the relationship between the Hybrid Work Model affecting Time Management Skills at INATAX, the first hypothesis (H1) is accepted. The second hypothesis in this study aims to test the relationship between the Hybrid Work Model affecting Work Life Balance at Inatax. The results of the analysis show that the second hypothesis (H2) is accepted. The third hypothesis in this study aims to test the relationship between Time Management Skills and Employee Performance at Inatax. The results of the analysis show that the third hypothesis (H3) is accepted. The fourth hypothesis in this study aims to test the relationship between Work Life Balance and Employee Performance at Inatax. The results of the analysis show that the fourth hypothesis (H4) is accepted. The fifth hypothesis in this study aims to test the relationship between the Hybrid Work Model and Employee Performance through Time Management Skills as a Mediating variable at INATAX. The results of the analysis show that the fifth hypothesis (H5) is rejected. The sixth hypothesis in this study aims to test the relationship between the Hybrid Work Model and Employee Performance through Work Life Balance as a Mediating variable at Inatax. The results of the analysis show that the sixth hypothesis (H6) is rejected.*

Keywords: *Employee Performance; Hybrid Work Model; Time Management Skills; Work-Life Balance.*

1. Introduction

Technological advancements and changing work patterns due to the COVID-19 pandemic have accelerated the adoption of hybrid work models across various industry sectors, including the tax consulting industry. Hybrid work models, a combination of working from home and in-office, provide employees with flexibility in carrying out their duties. With this growing trend, questions arise about the effectiveness of hybrid work models in improving employee performance and the factors that influence it.(Kohont, 2025).

According to experts, a hybrid work model is a work system that combines in-office work with remote work, giving employees the flexibility to choose the work location and hours that best suit their needs, without compromising accountability to the company. This model emerged in response to the needs of the modern workforce, who desire a balance between work and personal life. Elaborations of the hybrid work model include:

1. **Location and Time Flexibility:** The hybrid work model allows employees to work from the office, home, or any other location of their choice, and have flexibility in determining their working hours, as long as work targets are still achieved.
2. **Increased Productivity and Well-Being:** By providing choice of work location and time, this model is expected to increase employee productivity and help them achieve a balance between work and personal life.
3. **Implementation Challenges:** Implementing a hybrid work model requires effective management to ensure smooth and efficient collaboration between employees working from different locations.
4. **Need for Technology:** Hybrid work models rely heavily on information and communication technology to support remote work and ensure effective communication between teams.
5. **Paradigm Shift:** The hybrid work model is a shift from the traditional work paradigm that requires employees to be in the office every day, to a model that is more flexible and adaptive to individual needs.
6. **Theoretical Analysis:** The hybrid work model is associated with the work flexibility theory and the work-life balance theory, which highlight the importance of flexibility in improving operational efficiency and employee well-being.

Hybrid work schedules can reduce stress for both employees and employers. Employees enjoy the flexibility to manage their work and personal lives, which helps reduce burnout. Meanwhile, employers benefit from fewer absenteeism and better performance because happier, less stressed employees are more engaged.

The flexibility provided by the hybrid work model is believed to improve the balance between work and personal life, reduce stress levels, and provide flexibility in managing working hours.(Krajčík et al., 2023)Several studies have shown that hybrid work can increase productivity through reduced travel time, increased focus, and increased flexibility in work schedules.(Kohont, 2025). In addition, this model also provides freedom for employees to determine the work environment that is most comfortable for them, which can have a positive impact on motivation and performance.(Krajčík et al., 2023).

However, implementing hybrid work also presents new challenges, especially related to employee engagement, team communication, and work coordination.(Korkeakunnas et al., 2025)One of the main challenges is the difficulty in maintaining effective communication among team members working separately. Previous research has shown that hybrid work models can reduce team engagement, increase feelings of social isolation, and make it difficult to build a strong work culture.(Kohont, 2025). In addition, challenges in terms of monitoring and evaluating employee performance are also a concern for managers and organizational leaders.(Keightley et al., 2024). The nature of hybrid work challenges depends primarily on the size of the company, its industry, and its culture, but some difficulties are more common than others: Inequality among workers. High stress levels. Limited access to company resources. When employees work in a hybrid model, there is a risk of workplace culture becoming diluted. Hybrid workers are more likely to feel disillusioned and disengaged with the company's overall mission and values. In a hybrid or remote setting, employees can't walk up to a colleague's desk and get a quick answer, so they resort to emailing each other for help.

2. Research Methods

This study adapts the methodology from Ren et al. (2024) using a quantitative approach, with a cross-sectional survey method to collect data from tax consultant employees working with a hybrid work model at INATAX. The quantitative approach was used to objectively examine the relationship between research variables using statistical analysis techniques. Cross-sectional research is a type of observational research that collects data from a group of people or individuals at a specific point in time. This method is often used to see the prevalence or distribution of a characteristic or condition in a population at a specific time. Cross-sectional research is a useful tool for providing a picture of a population at a specific point in time. Although it has limitations in terms of determining cause and effect, this research remains important for understanding various phenomena in various fields, such as health, social, and business.

The hybrid work model in this study is defined as a work system that combines in-office work and work from home, with a certain degree of flexibility. This study aims to provide an understanding of the effect of the hybrid work model on employee performance through mediating variables, namely time management skills and work-life balance. Good time management skills enable employees to organize their tasks efficiently across multiple work locations, while a balanced work-life balance can reduce stress and increase motivation, which in turn positively impact employee performance.

3. Results and Discussion

3.1. First hypothesis (H1)

The first hypothesis in this study aims to examine the relationship between the Hybrid Work Model and Time Management Skills at INATAX. The analysis results show a path coefficient value of 0.579, which means that the better the Hybrid Work Model, the more Time Management Skills of Inatax employees will be significantly improved. This is also supported by a p-value <0.001 , which is smaller than 0.05. Thus, the first hypothesis (H1) is accepted.

The findings of this study are consistent with previous research conducted by Allen, T.D., et al. (2021). Work–nonwork boundary management and work-from-home harmony. *Applied Psychology: An International Review*, 70(1), 67–98. In addition, in “The Impact of Hybrid Work Systems, Reward Systems, and Work Productivity on Employee Performance (Literature Study in State-Owned Enterprises)”, Lokawati, vol. 3, no. 1, pp. 319–344, Jan. 2025, shows that these three variables have a significant influence on the performance of BUMN employees, with the hybrid work system providing flexibility that impacts work balance, the reward system increasing work motivation, and productivity acting as a benchmark for the success of company performance.

Beyond simply confirming alignment with previous findings, these results demonstrate that the Hybrid Work Model is not simply a work location arrangement, but rather a mechanism that shapes employees' capacity to manage their own resources. The very high path coefficient of 0.579 indicates that while Inatax employees are given the freedom to determine their work rhythm and location, they are simultaneously required and trained to plan, prioritize, and discipline their time. In other words, flexibility does not automatically result in leeway, but rather forces the development of time management skills as an adaptive consequence. Employees who have control over their time tend to develop routines that protect them from wasting energy, so time management skills develop not as an innate talent but as a result of a work structure that allows for autonomy. This is what distinguishes this research interpretation from mere statistical confirmation: the Hybrid Work Model acts as a trigger for behavioral learning, not simply an administrative variable.

Practically, these findings convey an important message to INATAX management: the implementation of hybrid work requires support for capability development, such as training in work planning, setting daily targets, and utilizing digital collaboration tools. Without such reinforcement, the positive potential of flexibility risks not being converted into tangible skills. Thus, the first hypothesis not only proves a relationship but also opens up the path to more specific organizational interventions.

3.2. Second Hypothesis (H2)

The second hypothesis in this study aims to examine the relationship between the Hybrid Work Model and Work-Life Balance at Inatax. The analysis results show a path coefficient of 0.829, indicating that a better Hybrid Work Model significantly improves Work-Life Balance at Inatax. This is also supported by a p-value <0.001 , which is smaller than 0.05. Thus, the second hypothesis (H2) is accepted.

The findings of this study are consistent with previous research conducted by Septila, and Tika Mahesti & Firmansyah, (2025) The study examined the influence of work from home and work-life balance on job satisfaction and improved employee performance. The results of this study indicate that understanding work from home and work-life balance, which balances time and mobility, can improve employee job satisfaction and performance.

The results of the second hypothesis expand the understanding that the flexibility inherent in the Hybrid Work Model has a direct impact on Inatax employees' work-life balance. The path coefficient of 0.829 indicates that the ability to control when and where to work provides employees with the space to negotiate the boundaries between professional and personal roles. More importantly, however, it is important to emphasize that work-life balance does not emerge passively; rather, it is developed when the work structure empowers employees to manage their own life rhythms.

This interpretation is relevant to the Conservation of Resources framework, where work-life balance is positioned as a psychological resource that is maintained and renewed. When the Hybrid Work Model reduces commuting pressure, schedule rigidity, and role conflict, employees gain energy reserves that can be reallocated to both work and personal life. Within this framework, the positive relationship found is not simply a correlation, but rather a reflection of the process of resource restoration and maintenance facilitated by a more humane work design.

The practical implication is that Inatax needs to ensure that flexibility doesn't turn into always-on connectivity, which could actually erode that balance. Policies such as the right to disconnect outside of work hours, clear availability expectations, and healthy communication norms are crucial for truly realizing the benefits of work-life balance. These

findings, therefore, provide a basis for formulating more purposeful work-life balance policies, rather than simply being a side effect of flexibility.

3.3. Third Hypothesis (H3)

The third hypothesis in this study aims to examine the relationship between Time Management Skills and Employee Performance at Inatax. The analysis results show a path coefficient of 0.579, indicating that increasing Time Management Skills significantly improves Employee Performance at Inatax. This is also supported by a p-value of <0.001 , which is smaller than 0.05. Thus, the third Hypothesis (H3) is accepted.

The findings of this study are consistent with previous research conducted by George R. Goethals, ed., 2004:1529) Leadership roles within a team can be rotated so that they may be filled by other members in between times related to the Influence of Work Attitude, Time Management and Leadership. On Employee Performance with Sustainable Human Resources as an Intervening Variable. The results obtained from this study indicate that work attitude and time management have a significant positive influence on employee performance. However, leadership does not show a significant direct impact on performance, but rather influences it indirectly through sustainable human resource management. This means that although effective leadership is very important, its impact on performance is more pronounced if it is in line with sustainable human resource practices.

The acceptance of the third hypothesis confirms the position of time management skills as a significant determinant of employee performance, but its significance goes beyond a simple cause-and-effect relationship. The path coefficient of 0.579 indicates that the ability to prioritize, plan schedules, and avoid distractions is the bridge that transforms potential into measurable work outcomes. In the context of Inatax, which demands precision and accuracy in work, these skills serve as a mechanism that translates work autonomy into concrete productivity.

When linked to the two previous hypotheses, these findings position time management as the most strategic variable in the overall model. This skill is not only strongly influenced by the Hybrid Work Model, but also contributes the most to performance compared to other pathways. This indicates that organizational investments in strengthening employee time discipline likely yield higher returns than purely structural or facilitative interventions.

Practically, these findings encourage Inatax to treat time management not as a personal skill left entirely to the individual, but as an organizational competency that can be trained, measured, and supported through work systems. Providing a prioritization framework, clear output expectations, and a culture that values focus will strengthen this pathway. Thus, the third hypothesis not only explains what influences but also indicates where the greatest leverage points for performance improvement lie.

3.4. Fourth Hypothesis (H4)

The fourth hypothesis in this study aims to examine the relationship between Work-Life Balance and Employee Performance at Inatax. The analysis results show a path coefficient of 0.335, indicating that an increase in Work-Life Balance significantly improves Employee Performance at Inatax. This is also supported by a p-value of <0.001 , which is smaller than 0.05. Thus, the fourth hypothesis (H4) is accepted.

The findings of this study are consistent with previous research related to the Relationship Between Work-Life Balance and Employee Performance at PT. Kurnia Ciptamoda Gemilang. By Grecia Adiarti Hasugian, Parama Santati, Wita Farla. The analysis results can be concluded that work-life balance has a positive and significant effect on employee performance. Companies should improve employee work-life balance by providing training to employees to improve work abilities so that employee performance continues to improve.

The fourth hypothesis suggests that work-life balance has a positive effect on performance, albeit with a more moderate magnitude than the time management path, as reflected by a path coefficient of 0.335. This difference in magnitude deserves critical consideration: work-life balance is indeed important as a foundation for well-being, but its effect on performance tends to be indirect and long-term, through maintaining energy and reducing fatigue, rather than through an immediate boost to productivity.

This aligns with the Conservation of Resources logic, where balance serves to protect employees from resource depletion, ultimately maintaining sustainable performance. In other words, the contribution of work-life balance is more preventative than accelerative: it prevents performance from declining due to fatigue, rather than directly improving it. This understanding explains why its influence is significant but not as pronounced as that of time management skills, which have a more operational and direct impact.

For Inatax, these findings imply that employee wellness policies should be viewed as sustainable investments, not simply short-term output-boosting instruments. Work-life balance support programs, humane flexibility, and attention to dual role burdens will maintain workforce resilience over time. Within this framework, the fourth hypothesis provides the important nuance that performance isn't just about pushing harder, but also about keeping employees from burning out.

3.5. Fifth Hypothesis (H5)

The fifth hypothesis in this study aims to test the relationship between the Hybrid Work Model and Employee Performance through Time Management Skills as a Mediating variable at INATAX. The results of the analysis show that the path coefficient value is -0.175, which

means that the increasing Hybrid Work Model through Time Management Skills will significantly decrease Employee Performance at Inatax, which is not in accordance with hypothesis 5 which states that the Hybrid Work Model has a Positive Effect on Employee Performance through Time Management Skills as a Mediating Variable. This is also supported by the p-value of 0.003 which is smaller than 0.05. Thus, the fifth hypothesis (H5) is rejected.

The findings of this study do not correspond to previous research conducted by Fatyandri et al., nd.). Analysis of Hybrid Work Model on Employee Performance Through Work Life Balance on Employee Productivity: A Literature Study, The results of the study indicate that the effectiveness of WFH is influenced by several main factors, namely time management skills, technological support, organizational communication, and work-life balance. Although WFH provides flexibility, challenges such as social isolation and lack of direct supervision can reduce performance. This study recommends a combination of WFH and WFO (hybrid working) as an optimal solution. This research is important for HR managers in designing adaptive work policies in the future.

The rejection of the fifth hypothesis is the most discussion-rich finding, as it yields a negative mediation effect of -0.175. This result challenges the linear assumption that flexibility that improves time management skills will automatically lead to higher performance. Conversely, when the Hybrid Work Model pathway is directed through time management skills simultaneously, there is an indication that the cognitive burden of constant self-regulation can have counterproductive effects.

This phenomenon can be understood through the concept of over-regulation, or excessive demands for self-regulation. When employees must independently structure their time, place, and priorities without an adequate support framework, energy that should be allocated to core work can be drained by the management activity itself. In the language of Conservation of Resources, efforts to maintain one resource (time discipline) have the potential to drain other resources (focus and mental energy), resulting in a net negative effect on performance. Thus, this objection is not a weakness of the research, but rather an important signal that flexibility without structural support can be burdensome rather than liberating.

The practical implications are highly relevant for Inatax: providing flexibility needs to be balanced with clear support systems, such as prioritization guidelines, measurable output expectations, and a culture that doesn't socially sanction different time arrangements. Without such buffers, forced time management skills can actually become a source of new stress. These findings remind us that effective autonomy is not unlimited autonomy, but rather autonomy anchored by clarity and organizational support.

3.5. Sixth Hypothesis (H6)

The sixth hypothesis in this study aims to test the relationship between the Hybrid Work Model and Employee Performance through Work-Life Balance as a Mediating variable in Inatax. The analysis results show a path coefficient value of -0.143, which means that increasing the Hybrid Work Model through Work-Life Balance will decrease Employee Performance in Inatax and is not significant. This is because the p-value of 0.062 is greater than 0.05. Thus, the sixth Hypothesis (H6) is rejected.

The findings of this study are inconsistent with previous research conducted by Loso Judijanto regarding the Evolution of Hybrid Work Models in Organizations: A Bibliometric Review. The analysis results show that research on Hybrid Work models has increased significantly in recent years, with a primary focus on work-life balance, employee engagement, psychological impacts, and the role of technology in supporting this work system. In addition, the pattern of collaboration between researchers and countries indicates the existence of a strong research network, with several countries such as the United States, India, and Germany being the main centers of this study. The implications of these findings point to the importance of work flexibility policies, improving employee welfare, and investing in supporting technology for Hybrid Work models.

The rejection of the sixth hypothesis, with an insignificant mediation coefficient of -0.143 (p-value 0.062), completes the picture that the mediation role in this model does not operate as simply as assumed. Work-life balance, although proven to be influenced by the Hybrid Work Model and directly affect performance, is not strong enough to act as a bridge that channels the influence of flexibility towards performance. This insignificance suggests that work-life balance operates more as a supporting condition than as a transmission mechanism.

A deeper understanding suggests that the benefits of work-life balance are diffuse and delayed, making them difficult to capture as a direct mediating effect within a single measurement period. A good balance may improve employee well-being, loyalty, and resilience, but these pathways do not necessarily translate into measurable performance improvements in the short term. This is consistent with the notion that resource recovery is accumulative, not instantaneous, so its mediating effect is dampened when tested simultaneously with other, more operational pathways.

For Inatax, these findings underscore that work flexibility should not simply be directed toward achieving balance as an intermediate goal toward performance, but rather managed as part of a comprehensive work ecosystem. A combination of skills support, structural clarity, and attention to well-being would be more effective than relying on a single mediating pathway. Thus, the two rejected mediation hypotheses provide an important conceptual contribution: that the relationship between hybrid work and performance is

complex, contextual, and requires deliberate organizational design, rather than an automatic assumption of a link.

4. Conclusion

The research conclusion is the final section of a research report, summarizing the results of the data analysis, answers to the research questions, and their implications. The conclusion also highlights the research's contribution to existing knowledge.

This study aims to analyze the effectiveness of the Hybrid Work Model on Employee Performance at INATAX with Time Management Skills and Work-Life Balance as mediating variables. Testing was conducted using a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) with WarpPLS on six hypotheses formulated from six research questions. Based on the results of the analysis and discussion described in the previous chapter, conclusions can be drawn as answers to the research problem formulation as follows.

1. Answering the question regarding how the implementation of a hybrid work model impacts employees' time management skills, the results of the study prove that the Hybrid Work Model has a positive and significant effect on Time Management Skills, with a path coefficient of 0.875 and a p-value <0.001. Thus, the first hypothesis (H1) is accepted. Flexibility in determining the time and place of work encourages employees to be more skilled in planning, prioritizing, and disciplining their time.
2. Answering the question of how the hybrid work model affects work-life balance, the results of the study indicate that the Hybrid Work Model has a positive and significant effect on Work-Life Balance, with a path coefficient of 0.829 and a p-value <0.001. Thus, the second hypothesis (H2) is accepted. The flexibility to regulate work rhythms gives employees space to balance their professional and personal roles.
3. Answering the question regarding the influence of time management skills on employee performance, the research results prove that Time Management Skills have a positive and significant effect on Employee Performance, with a path coefficient of 0.579 and a p-value <0.001. Thus, the third hypothesis (H3) is accepted. The ability to prioritize and schedule is the main mechanism that translates work autonomy into measurable work results.
4. Answering the question regarding the influence of work-life balance on employee performance, the results of the study show that work-life balance has a positive and significant effect on Employee Performance, with a path coefficient of 0.335 and a p-value <0.001. Thus, the fourth hypothesis (H4) is accepted, although with a more moderate strength of influence than the time management path.

5. Answering the question regarding the mediating role of time management skills on the relationship between hybrid work models and performance, the results of the study indicate that Time Management Skills do not positively mediate the relationship, with a mediation path coefficient of -0.175 and a p-value of 0.003. The negative direction of influence and inconsistency with the hypothesis causes the fifth hypothesis (H5) to be rejected.
6. Answering the question regarding the mediating role of work-life balance in the relationship between hybrid work models and performance, the results of the study indicate that work-life balance does not significantly mediate the relationship, with a mediation path coefficient of -0.143 and a p-value of 0.062, which is greater than 0.05. Thus, the sixth hypothesis (H6) is rejected.

Based on the overall test, it can be concluded that the Hybrid Work Model, Time Management Skills, Work Life Balance, are proven to have a direct influence on each other, but through the formation of employee skills and work-life balance, there is no influence on performance through the mediation path as hypothesized. Time Management Skills is the strongest variable in the overall model with the highest influence value of 0.875, making it the most strategic factor in explaining the increase in employee performance at Inatax.

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