

THE ROLE OF HUMAN RESOURCE RISK ON EMPLOYEE PERFORMANCE IN THE HYBRID WORKFORCE ERA

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Abstract: The COVID-19 pandemic has brought about significant changes, particularly in work systems and patterns. The adoption of a hybrid work model allows employees to work remotely based on individually or collectively negotiated work arrangements. However, implementing a hybrid workforce presents several challenges, such as communication issues, varying levels of technological proficiency among employees, irregular working hours, and the potential for internal team problems. By implementing a hybrid work system in Pegadaian Co., employees are exposed to risks from both financial and non-financial aspects. This study aims to identify employee characteristics and analyze the impact of the hybrid workforce era and human resource risks on employee performance. The research uses the descriptive analysis method and SEM-PLS. The results show that the hybrid workforce era has a positive effect on employee performance, demonstrating that employees feel more productive when working in the office. These findings suggest that Pegadaian Co. should provide a comfortable and practical office environment to facilitate employee performance. Conversely, the study finds that human resource risks do not significantly influence employee performance. The selection process is identified as a minor factor within the HR risk variable. The company's selection process prioritizes effectiveness and efficiency by focusing on recruitment needs and objectives.

Keywords: flexible working arrangement, hybrid workforce, working from office, Pegadaian, employee performance

Abstrak: Pandemi COVID-19 telah menyebabkan banyak perubahan pada sumber daya manusia, termasuk sistem dan pola kerja. Dengan penerapan model kerja secara hibrida, karyawan dapat bekerja dari jarak jauh dalam batas-batas pengaturan kerja yang dinegosiasikan secara individu atau kolektif. Namun, penerapan model kerja secara hibrida menimbulkan beberapa tantangan seperti komunikasi, pemahaman karyawan akan teknologi, jam kerja yang tidak teratur serta risiko internal dalam tim. Dengan diterapkannya sistem kerja fleksibel di PT. Pegadaian (Persero), karyawan akan menerima risiko baik dari sisi finansial maupun non finansial. Penelitian ini bertujuan untuk mengidentifikasi karakteristik karyawan dan menganalisis pengaruh model kerja hibrida dan risiko sumber daya manusia terhadap kinerja karyawan. Penelitian ini menggunakan metode analisis deskriptif dan SEM-PLS. Hasil analisis menunjukkan bahwa model kerja hibrida berpengaruh positif terhadap kinerja karyawan sehingga karyawan merasa produktif saat bekerja di kantor. Hasil ini menunjukkan bahwa manajemen PT. Pegadaian (Persero) dapat memfasilitasi karyawan untuk merasa produktif baik bekerja di kantor maupun bekerja dari rumah, sehingga karyawan memiliki produktivitas kinerja yang tinggi. Sebaliknya, risiko sumber daya manusia tidak mempengaruhi kinerja karyawan. Proses seleksi yang efektif merupakan dimensi yang memiliki nilai terkecil. Sehingga proses seleksi perusahaan harus lebih menitikberatkan pada kebutuhan atau tujuan rekrutmen agar lebih efektif dan efisien.

Kata kunci: bekerja dari kantor, kinerja karyawan, Pegadaian, pengaturan kerja fleksibel, tenaga kerja hibrida

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INTRODUCTION

In general, work is becoming increasingly polychronic because of the complexity, competition, uncertainty, contingency, and evolution inherent in the knowledge economy (Leroy, 2009). According to Mariniello (2021), the hybrid work model poses a critical organizational challenge for companies related to the mix of employees working on a WFO and WFH basis. In current developments, the Government has made a policy by imposing restrictions on community activities, including working employees. Procedures to control the spread of the COVID-19 pandemic that affect the implementation of working relationships during the pandemic have given rise to different perceptions, interpretations, and applications, for example, related to understanding and implementing limits on the percentage of employees who work from the office or employees who work from home. In this regard, the Government has regulated the Guidelines for Implementing Work Relations during the COVID-19 Pandemic Period through the Minister of Manpower Decree No. 104/2021.

Human resources in the hybrid workforce era, especially during the COVID-19 pandemic, faces higher risks, both financial and non-financial risks. Elahi (2013) argues that in the world complexity and rapidly changing environment, risk management that can be a source of competitive advantage. The HR risks faced will affect the level of individual employee performance which will ultimately result in a decline in the company's overall performance. By implementing a hybrid work system in Pegadaian Co., management can easily manage work schedules or shift employees. Implementation of human resources in the organization is highly dependent on the quality of its human resources (Nasir et al. 2020). Therefore, the company is expected to pay more attention to the physical and non-physical work environment that will impact employees motivations and productivity to work (Prasetyaningtyas et al, 2022). Meyer (2011) stated that HR risk can be seen through labor turnover, layoffs, safety risks, employee selection and also health risk.

The introduction of a hybrid work system requires employees to be able to work remotely within the confines of individually or collectively negotiated work arrangements. Xie (2019) states that the characteristics of the hybrid work model include boundarylessness or

no limits, multitasking, non-work related interruptions for constant learning as an example of hybrid job characteristics. However, the implementation of a hybrid work system poses several challenges for employees such as communication, unequal technology-savvy employees, irregular working hours and the risk of internal problems in the team. By using a hybrid work system, the management of Pegadaian Co. can easily manage work schedules or employee shifting which is also supported by government regulations, namely the *Pemberlakuan Pembatasan Kegiatan Masyarakat* (PPKM).

Judging from the urgency, at PPKM levels 1 and 2, 50% or half the capacity of employees who can do work shifting Work From Office (WFO) and Work From Home (WFH) is applied. Furthermore, at PPKM level 3, as many as 25% of employees are asked to work in the office, with the provisions of shifting four days of employees working from home and one day a week working in the office. However, at PPKM level 4, which had occurred in October 2021 and February to March 2022 due to the increasing number of cases of the COVID-19 pandemic. At level 4, employees are required to work from home, with provisions for several crucial divisions such as finance and logistics division, can work from the office by observing health protocols and continue to undergo antigen screening.

Performance is a manifestation of ability in the form of actual work achieved by employees in carrying out tasks that come from the company. According to Mathis and Jackson (2006), performance is a thing that employees do or do not do in carrying out their work. Pradhan and Jena (2017) state several indicators of a person's performance: task performance, adaptive performance, and contextual performance.

Pegadaian Co. is one of the State-Owned Enterprises (BUMN) which plays an important role in assisting the government in improving the welfare of the lower middle class people. Pegadaian Co. has 1 head office, 12 regional offices, 61 area offices, 642 branch offices, 3,481 branch service unit offices, and 4,123 outlets throughout Indonesia. Pegadaian was founded on the basis of the Government's desire to help the community in the field of financing, preventing the practice of bonded labor, loan sharks and other illegal loans, with the aim of improving the welfare of the community, and this is also a form of support for the Government's programs in the economy and national development.

Work performance is a very important thing in a company to achieve its goals (Wau and Purwanto, 2021). The impact of the COVID-19 pandemic that is being felt now has turned out to be a new work system, namely by combining working in the office and working from home which will affect employee productivity. According to Kraev (2019), risk management is a risk management system and financial or economic relationships that arise in the management process itself, and also includes management action strategies and tactics and consequences that affect the company. HR risk indicators include employee health and welfare, productivity, finances, labour turnover, employee attendance, reputation, law, and innovation (Becker and Smidt, 2016). The COVID-19 pandemic did not no longer implicate the lower worker overall performance at this company, even though a stipulation for Work From Home (WFH) has been commenced (Sarmah and Chaudhuri, 2021). So this study aims to see the effect of a hybrid work system and human resource risk on employee performance.

METHODS

This study applies cross-section data collection to data collection as a quantitative study. The subjects of this survey are active employees working at the headquarters of Pegadaian Co.. The sampling method used is non-probability sampling with quota sampling. In short, according to (Iliyasa and Etikan, 2021), quota sampling is a method of determining the number of samples based on the sample size used as the actual data, collecting population, and representative samples. In this study, researchers used 213 samples from 33 departments. Data collection for this survey was conducted by distributing online surveys via Google Forms.

The first indicators of this survey are 41 indicators consisting of a hybrid workplace specifications (X1.1), employee comfort when working from home (X1.2), employee comfort when working from the office (X1.3), time spent in the office (X2.1), time spent outside the office (X2.2), employee productivity working from home (X2.3), employee productivity working from the office (X2.4), work monitoring (X3.1), work environment interruption (X3.2), data and network security (X3.3), work time limit (X4.1), work motivation (X4.2), work-life balance (X4.3), planning and organization (Y1.1), work effectiveness (Y1.2), task completion timeliness (Y1.3), no supervision required (Y1.4), enthusiasm

(Y1.5), KPI achievement (Y1.6), cope with changes in the company (Y2.1), adaptability (Y2.2), handle work teams (Y2.3), flexibility (Y2.4), up to date knowledge (Y2.5), up to experience date (Y2.6), involvement in activities (Y3.1), helping work colleagues (Y3.2), sympathy and empathy for colleagues (Y3.3), sharing knowledge (Y3.4), effective communication (Y3.5), cost availability (Z1.1), placement plan (Z1.2), requirements design (Z1.3), job adjustment (Z2.1), effectiveness of candidate search (Z2.2), point of selection process (Z2.3), relevance training (Z3.1), trainer qualification (Z3.2), training types (Z3.3), direct compensation (Z4.1), indirect compensation (Z4.2), voluntary termination (Z5.1), non voluntary termination (Z5.2).

This study uses Structural Equation Modelling – Partial Least Square (SEM-PLS) to test all direct hypotheses. According to Hair et al. (2014), Structural Equation Modeling–Partial Least Squares (SEM-PLS) is an alternative approach to variant-based SEM. SEM-PLS consists of two models: the measurement and the structural models. This conceptual framework is intended as the basis for guidance, ideas and development assumptions. The relationship between the independent, moderating, and dependent variable is shown in Figure 1.

In the area of risk management, one of the main risks in business is human capital, and risk management as a discipline recognizes that "loss of human resources" can have a significant effect on the company and its ability to deliver business strategy (Nickson, 2001). From an employer's perspective, telework can be perceived as a human resource risk because of losing control and reduced coordination. The fear of potential moral hazard on employees, who arguably could reduce their productivity by working less when they are not from the office, may hold employers or many companies from offering teleworking opportunities (Mariniello et al. 2021). Based on this background, the problem is supported by theoretical research and has a conceptual framework. Therefore, the authors put forward the following hypothesis:

- H1:** Hybrid workforce era has a positive and significant effect on employee performance
- H2:** Human resource risk has a positive and significant effect on employee performance
- H3:** Human resource risk has a positive and significant effect to mediate a hybrid workforce era on employee performance

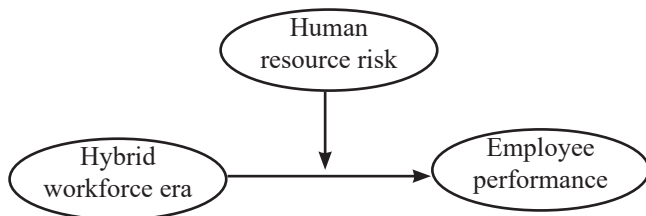


Figure 1. The conceptual research framework

RESULTS

Descriptive Data

Descriptive data describe the conditions of respondent in this study to understand the result of the study. Table 1 enlists the characteristics of respondents who are employees of the Pegadaian Co. The respondents in this study amounted to 211 people, and the majority of male respondents were 163 people, while 48 were female. This data is in line with the actual data of the company's annual report, which states that male employees dominate the composition of employees based on gender male compared to female employees. Employees dominate characteristics of respondents based on age with an age range of 21-25 years which indicates that the company has a good recruitment program. Employees with this age group have participated in the latest permanent employee recruitment program conducted by Pegadaian Co. in 2021. Based on the characteristics of employment status, most of the respondents are permanent employees because the composition of organic employees still dominates the head office of Pegadaian Co., which is 1.011 employees. In comparison, the number of inorganics (outsourced) employees is 19 employees.

Characteristics of respondents based on their latest education, it can be seen that the majority of respondents in this study were 168 undergraduate (S1) graduates, this is because the undergraduate education level (S1) is the standard of education at the Pegadaian Co.. This level of education is needed to analyze by the Head Office of Pegadaian Co. The respondent's corporate title is Assistant Manager II, with 125 employees. They have participated in the latest external permanent employee recruitment program, namely the Management Development Program (MDP) and the internal recruitment of permanent employees with the Staff Development Program (SDP) in 2021. Based

on the work experience criteria, most employees at the Head Office of Pegadaian Co. have had previous work experience. One hundred forty-eight employees already have work experience, also the working period of the respondents in this study were dominated in 1-5 years of service because most of the respondents in this study were employees aged 21-25 years, so their tenure was relatively short.

SEM-PLS Result

The evaluation analysis of the measurement model (outer model) aims to determine how each indicator is related to the latent variable. Evaluating a measurement model goes through three stages: convergent validity, discriminant validity, and composite reliability. The PLS model used in this study is reflective. In other words, the metric measurements are either influenced by the latent structure or reflect changes in the latent structure. The concurrent validity test was conducted using the SmartPLS, assessed based on the correlation between the internal scores and the score construct. According to Hair et al. (2014), a construct is valid if the loading factor value is more than 0.70. If the initial construct does not meet the requirements, then the indicator is eliminated (dropping) one by one to the lowest loading factor value.

After dropping the indicators, there are 24 dimensional indicators that meet the requirements with a loading factor greater than 0.70, namely hybrid workplace specifications (X1.1), employee comfort when working from home (X1.2), employee comfort when working from the office (X1.3), time spent in the office (X2.1), time spent outside the office (X2.2), employee productivity working from home (X2.3), work-life balance (X4. 3), KPI achievement (Y1.6), cope with changes in the company (Y2.1), adaptability (Y2.2), handle work teams (Y2.3), flexibility (Y2.4), up to date knowledge (Y2.5), up to experience date (Y2.6), involvement in activities (Y3.1), helping work colleagues (Y3.2), sympathy and empathy for colleagues (Y3.3), sharing knowledge (Y3. 4), effective communication (Y3.5), cost availability (Z1.1), effectiveness of candidate search (Z2.2), point of selection process (Z2.3), indirect compensation (Z4.2) and non voluntary termination (Z5.2). The research construct is recalculated to obtain the final model that can be seen in Figure 2.

Table 1. Respondent characteristics

Respondent Characteristics		Total	Percentage (%)	Respondent Characteristics		Total	Percentage (%)	
Gender	Male	163	77	Assistant Manager I		12	6	
	Female	48	23		Junior Manager II	13	3	
Age Range	21-25 years	91	43		Manager	18	7	
	26-30 years	45	22		Senior Manager	9	5	
	31-35 years	26	12		Assistant Vice President	11	16	
	36-40 years	19	9		Vice President	4	5	
	41-45 years	11	5		Years of Service	1-5 years	148	70
	46-50 years	10	5			6-10 years	20	10
	>50 years	9	4			>10 years	43	20
Employment Status	Permanent Employees	173	82		Work Experience	Yes	148	70
	Contract Employees	19	9	No		63	30	
	Outsource	19	9	Work Rotation	1-3 times	136	64	
Last Education	Diploma	18	9		4-6 times	27	12	
	Bachelor	168	80		7-9 times	8	4	
	Magister/Doctoral	25	12		Others	40	20	
Corporate Title	Staff	19	6					
	Assistant Manager II	125	52					

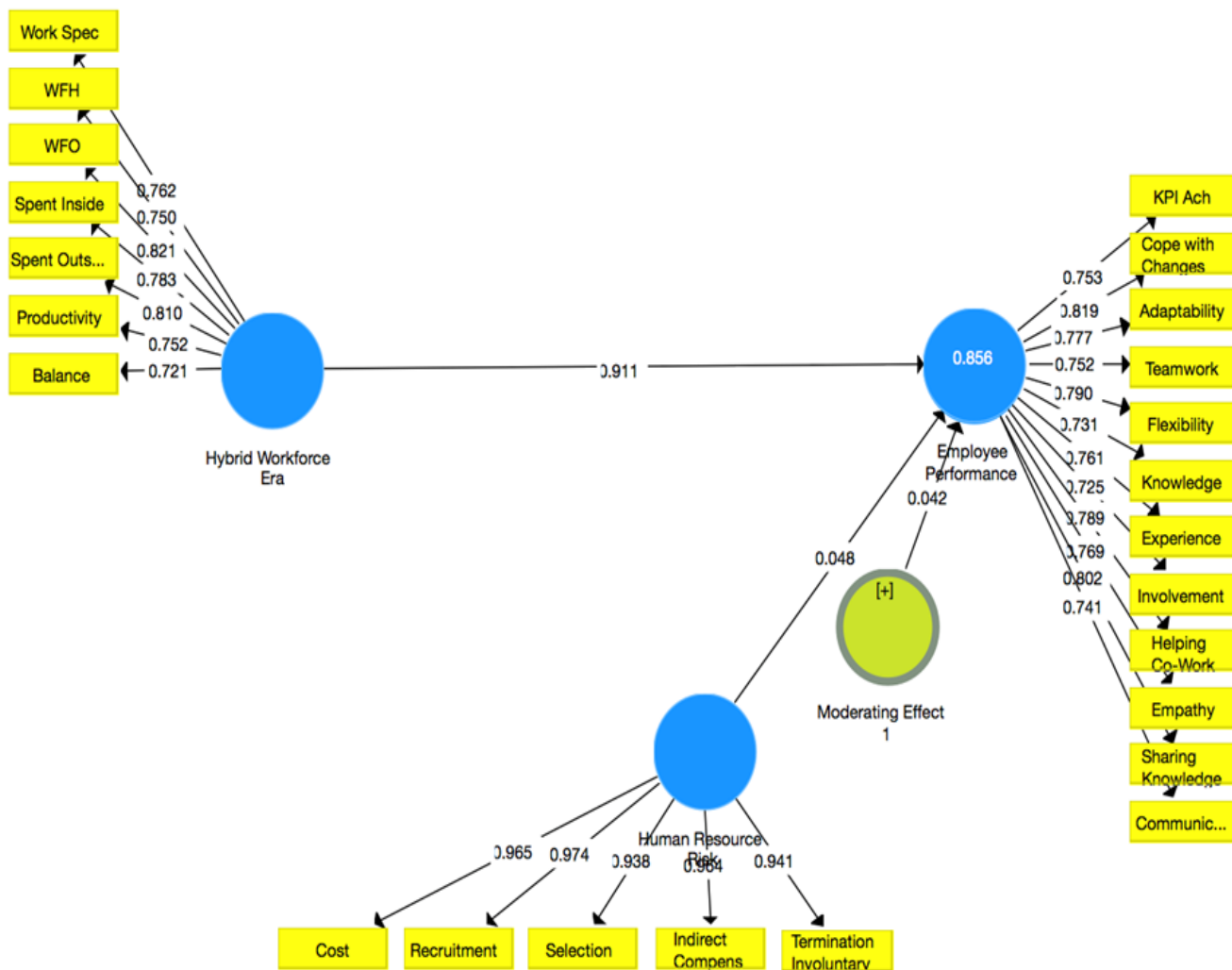


Figure 2. Final model of the loading factor

The dimension of the comfort of employees working from the office (X1.3) and the amount of time spent outside office hours (X2.2) are the dimensions that have the immense loading factor value, so this dimension is declared the most influential on the latent variable of the hybrid workforce era, which is 0.821 and 0.810. This result shows that employees feel more comfortable when working in the office. This condition is possible because the office provides work facilities (ergonomic), supporting facilities (coffee and tea making machines), and a supportive social environment.

In addition, it is important for the company to create a space where all employees feel welcome and supported to keep employees motivated. The function of thinking meets feeling, and creates a space that has balance and a little calm. Some of the key elements that management should think about when aligning are lighting, air filtration, and space to take a break from technology. Employees always receive direction from the leadership. The same way is expressed by Parkers et al. (2020), which states that employees feel comfortable and productive working in the office (WFO).

The dimension of overcoming changes in the company (Y2.1) and sharing knowledge (Y3.4) is the dimension that has the most remarkable loading factor value, so this dimension is declared to have the most influence on the latent variable of employee performance, which is 0.819 and 0.802. This result indicates that along with business developments in the digital era, employees can adjust to the company to cope with the various changes. The change will not occur without awareness from HR, so the company actively supports HR changes by holding training programs to increase HR awareness so that employees can adapt quickly in the face of environmental changes that occur in the company. The most critical elements in the transformation process, namely understanding of dynamic ecological changes, the ability to operate equipment, and the benefits derived from digital technology, have increased the availability of facilities and infrastructure in technology. This finding is in line with the research of Tahir et al. (2020), which states that employees can cope with changes in the company. Knowledge sharing allows employees to easily share their experiences and knowledge with colleagues from across the organization, and also people can tap into valuable information from elsewhere in the company. One way to increase knowledge sharing among employees is to invest in digital tools to help

with the process. Having the right tools and platforms is essential if companies want employees to be able to access information more easily. In addition, it is also important to improve internal communication.

The candidate search effectiveness dimension (Z2.2) and cost availability (Z1.1) is the dimension that has the most remarkable loading factor value, so this has the most significant impact on employee's potential, which is 0.974 and 0.965. This finding indicates that the selection process implemented at the head office of Pegadaian Co. has been relatively effective. The selection process implemented at the head office of Pegadaian Co. has been moderately effective. The core risk in human resource management is the risk resulting from HR management methods, namely errors in the recruitment and selection process (Sobocka-Szczapa, 2021) whose activities contribute to corporate competitive advantages. Hiring unfavorable workers can influence the results produced by an organization. This risk mostly affects situations when searching for workers via the external labor market, although it can also affect internal recruitment. Therefore, it is necessary to attempt to identify recruitment risk determinants and classify their meaning in such processes. Model formation has both theoretical and intuitive characteristics. Model dependencies and their characteristics are identified in this paper. We attempted to assess the usability of the risk model for economic praxis. The analyses and results provide a model identification of dependencies between the factors determining a workers recruitment process and the risk which is caused by this process (employing inadequate workers who do not meet the employer's expectations. In this regard, in the selection process, the head office of Pegadaian Co. performs three essential functions: informational, motivational, and pre-selection. The informative function is the delivery of information appropriately that the company is looking for employees who are willing to work and competent. With the acquisition of complete and valuable information received by the candidate, the candidate will decide his desire to work in the position offered. By increasing the effectiveness of the selection process carried out by the head office of Pegadaian Co., it is expected that the company's operational efficiency will be improved, enhancing its competitiveness. In addition, the ease of the selection model is believed to be universally applicable, thereby increasing interest in the selection process.

Meanwhile, the AVE value, Chronbach alpha, and composite reliability can be seen in Table 2. Based on the values below, it can seem that all variables in this study have good discriminant validity and reliability. After testing the external structure, further testing the structural model (inner model) is performed by examining the R-square value and the T-statistical of the estimated path coefficients obtained by the bootstrap process. The R-square value in this study is 0.854, which indicates a strong. This result means that the latent variability of employee performance explained by the hybrid workforce variable is 85.4%. In comparison, other variables explain 14.6% outside of this study.

The T-statistic value of the hybrid workforce era variable on employee performance has a T-statistic value more than the t-table value (> 1.96) with a significance level of 0.05 which indicates a significant effect. At the same time, the results of the bootstrapping process can be seen in Table 3. The original sample value of the hybrid workforce era variable on the employee performance variable is 0.911. This value shows a positive value, so the hybrid workforce era variable positively affects employee performance variables. Furthermore, the t-statistic value of the hybrid workforce era variable on the employee performance variable is 49.451. This value is declared to have fulfilled the essential requirements (> 1.96). The hybrid workforce era variable on the employee performance variable has a significant positive effect. Therefore, this hypotheses can be accepted.

The description can explain that employees feel comfortable working in the office (WFO) and working from home (WFH) and have high-performance productivity. As a state-owned company, Pegadaian Co. has implemented a WFO and WFH employee shifting

Policy under government regulations readjusted to the PPKM (*Pemberlakuan Pembatasan Kegiatan Masyarakat*) level.

The original sample value of the human resource risk variable on the employee performance variable is 0.048. Then, when viewed from the t-statistic value, the human resource risk variable on the employee performance variable is 1.622, which means it does not meet the essential requirements because the amount is less than 1.96. Therefore, the human resource risk variable on the employee performance variable does not have a considerable effect. Thus, the statement of hypothesis 1 is rejected.

The conditions are possible because, during the implementation of the hybrid working, the company does not urge HR risks on employees but is entirely borne by the company. The company's risk is reflected when implementing a hybrid work system (during the COVID-19 pandemic). The company continues to carry out the recruitment and selection process, career paths continue as they should, training and development programs continue to run, and direct and indirect compensation payments continue so that employees receive proper remuneration. The reward system is made more competitive to give performance appreciation to employees (Azmy and Priyono, 2022). The head office of Pegadaian Co. also does not lay off employees, except for employees who retire on time. In 2021, Pegadaian Co. recruited 23 employees through the general hiring mechanism at the head office. (Rusmiati et al. 2021) also expressed the same thing, who stated that the risk of human resources did not influence the decrease or increase in performance.

Table 2. Internal consistency reliability value and convergent validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Hybrid Workforce Era	0.887	0.912	0.596
HR Risk	0.977	0.982	0.915
Employee Performance	0.937	0.945	0.590
HR Risk* Hybrid Workforce Era	1.000	1.000	1.000

Table 3. Bootstrapping process results with a significance level of 0.05

	Original Sample	T-Statistics	P Values
Hybrid workforce era → Employee performance	0.911	49.451	0
Human resource risk → Employee performance	0.048	1.622	0.105
Human resource risk * Hybrid workforce era → Employee performance	0.042	1.114	0.266

The original sample value of the human resource risk variable moderated the hybrid workforce era variable on the employee performance variable was 0.042. Then, when viewed from the t-statistic value, the hybrid workforce era variable that mediated the human resource risk variable on the employee performance variable was 1.114, which means that it has not met the essential requirements because the amount is less than 1.96. Therefore, the hybrid workforce era variable cannot moderate the human resource risk variable on the employee performance variable, so the statement of hypothesis 3 is rejected.

It is possible, given that when conducting this research during the COVID-19 pandemic, where the head office of Pegadaian Co. fully bears the HR risks that arise due to the hybrid work system. On the other hand, this study was conducted by a private company that cannot bear the risk of HR, and if it is not possible to hire, it will likely be dismissed, and there will be no promotion. If employees work from home, there will be risks that can reduce their productivity (Mariniello et al. 2021). This result is new because the pandemic situation of COVID-19 is still relatively new.

Furthermore, the evaluation of discriminant validity can be done by looking at the crossloading value. The results of crossloading illustrate that the latent construct is valid if the correlation value of a construct with its indicators is greater than the correlation value of other indicators with its construct.

The high-performance status of employees is caused by the availability of assistive equipment and facilities for work, both WFO and WFH. In addition, the number of working hours an employee can use in a hybrid work system is even more critical, as employees can use commuting and return hours as working hours. The same condition is expressed by Eaton (2003), who claims that a hybrid work system can directly or indirectly contribute to personal improvement and employee performance. Figure 3 shows the general description of employees performance at head office of Pegadaian Co. from 2018 to 2020.

It may be stated that the Performance Level of employees remains ruled through the PL3 (medium) and PL2 (excessive) levels. It is necessary to increase the competence of employees to increase the degree of suitable performance. Employee competency upgrading is carried out by providing training tailored to the needs of employees and the company to face increasingly competitive business competition.

Managerial Implications

From the results of the SEM-PLS analysis it was found that the balance of life between work and the personal life of employees needs to be improved and employee involvement in all activities also needs to be considered in order to maintain and even improve employee performance. Based on the model, it is suggested that the management of Pegadaian Co. conduct the following activities/goals:

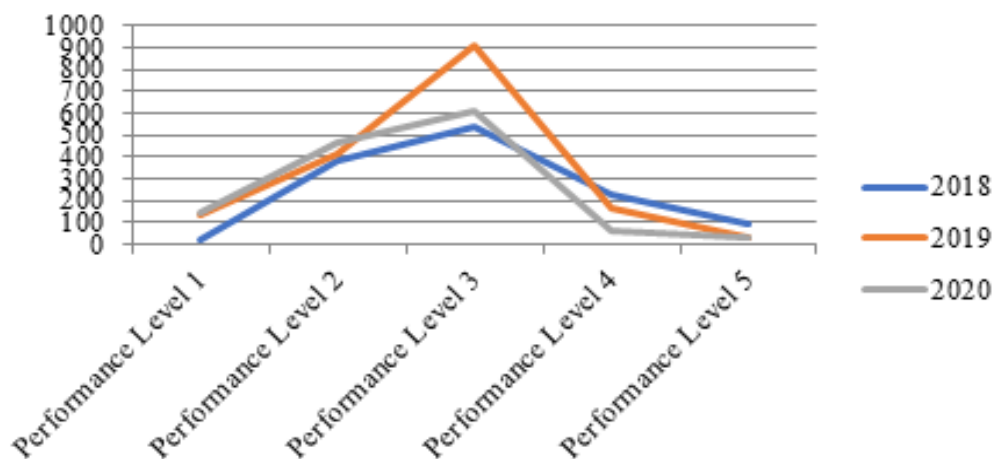


Figure 3. Employee's performance level at the head office of Pegadaian Co

1. Provide clear and realistic targets to employees because it will be much better if the company sets realistic targets. If the company sets unrealistic targets, the company indirectly asks employees to sacrifice their personal lives in order to achieve these excessive work targets, then the company must be able to determine a target for employees that can be achieved with reasonable deadlines and burdens.
2. Organize events with employees and their families. If possible, the company can schedule an event with all employees and their families, periodically the company can hold out-of-office events by inviting employees and their family members, at this event they can hold various non-formal fun activities such as light games or tourist events. together. Activities like this can help improve the quality of team building and relationships among employees, as well as show that the company is open with family presence and considers employees' families as part of the big family of Pegadaian Co.
3. Make a schedule together with employees. When making a schedule for completing a job, don't just ask one employee to do it, we must be able to make a task something that can be completed with shared responsibility by all employees. Each employee may have different abilities and schedules, by compiling a joint schedule or also known as collective scheduling, each employee can adjust to their own personal schedule so that a balance between the world of work and personal needs can be achieved.
4. Voice of Employee (VoE) Survey. The VoE survey is an anonymous and in-depth survey used to measure employee engagement. This survey was created to gain insight into employee motivation and loyalty levels. The survey can also be used to seek employee input on leadership, teams, and how they are managed. Surveys of this kind can be created with free survey builder tools available on the Internet. Incentivize the number of employees who complete the survey first and provide a deadline for filling out the survey for all employees.
5. Giving awards to employees. Rewards and punishments are tools to reward employees who perform well and punishments are given to employees who perform poorly. Awards are not always in the form of material, but can be in the form of non-material such as promotions, social security, praise and recognition from management and managers. Rewards will spur employees to reach peak performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

In the COVID-19 pandemic situation, the head office of Pegadaian Co. implemented a hybrid work system for all employees by implementing work shifts. Our results show that the era of the hybrid work system has a significant effect on performance. Our findings also imply that the risk of human resources does not affect employee performance because the company entirely bears the risk of employees. After all, Pegadaian Co., a State-Owned Enterprise that continues to retain its employees by providing reasonable remuneration, continues to recruit in this pandemic era and not lay off employees. In 2020, Pegadaian Co. conducted a recruitment process for 23 employees recruited through the general recruitment mechanism at the head office. However, this number is not significant compared to employee recruitment in the previous year, as many as 110 employees were accepted through the Management Development Program (MDP).

The low value of the work-life balance loading factor on the hybrid workforce era variable indicates that employees do not feel their work-life balance. These conditions can cause burnout syndrome or work-related stress conditions that affect employees' habitual, emotional, and even physical needs. Creating a healthy work-life balance does not mean focusing solely on physical health. It also covers the holistic well-being of employees, including mental health and emotional state, incorporating all aspects of health to improve employees' overall job satisfaction, work performance, quality of life, happiness, and engagement levels. It is recommended that the company regulate the pattern of time and hours during Work From Office (WFO) and Work From Home (WFH) to balance working hours and rest hours.

Furthermore, the minor loading factor of the performance variable is employee involvement in activities. The importance of employee participation means that the company can help employees make decisions in the workplace. Employee ownership refers to encouraging management and employees to interact directly and take responsibility for the project's outcome. Employees influence the process itself by working with management on important decisions. Employee participation practices include increased opportunities for employees to seek new training,

specific motivational methods for increasing employee productivity, free-thinking, and employees without management approval. It may also include setting up an organizational structure that allows employees to make crucial decisions. Employee participation is usually more difficult in a hierarchical organization where senior management makes important decisions that employees expect.

This organizational structure is based on administrative authority rather than employee participation in decision-making. Flatforms tend to be less reluctant and encourage employee participation than companies with traditional organizational structures, focusing on teamwork and decentralized report leaders. The company could make Standard Operating Procedures (SOP) and arrangements for employee involvement in company activities relatively evenly distributed for each employee.

The minor loading factor in the HR risk variable is the effective selection process. An effective selection process means finding and hiring the right employees. Providing an accurate and complete job description is an essential step in selecting. An important decision is whether the candidate's personality fits nicely into the corporate culture. Situational interviews are asked to explain how they have dealt with specific situations (experience-based) and how they deal with hypothetical future questions (future-oriented). Other selection tools include cognitive tests and behavioural traits assessments. It is recommended that the company's selection process focus more on the specifications of the needs or objectives of recruitment to be more effective and efficient. For example, Pegadaian Co. only accepts employees with certain specifications.

This research contributes to the company's essential input for decision-making at the management level and contributions to science, especially in HR. Therefore, future studies will need to utilize more diverse literature sources and analytical methods to conduct a more systematic and comprehensive analysis of the impact of the hybrid workforce, HR risk, and employee performance. In addition, because these studies turned into being born at some stage in a pandemic, the threat of human resources perceived with the aid of using employees can be different if the scenario is likewise unique, mainly in normal conditions.

Recommendations

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