

ORGANIZATIONAL PERFORMANCE MANAGEMENT TRANSFORMATION THROUGH HYBRID WORK IMPLEMENTATION IN THE DIGITAL ERA: EVIDENCE FROM MANDAILING NATAL STATE ISLAMIC COLLEGE (STAIN MANDAILING NATAL)

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ABSTRACT

The development of digital technology has driven significant transformations in organizational work patterns, including within the public sector. One work model that has emerged in response to these changes is hybrid work, which combines working from home and working from the office. This study aims to analyze organizational readiness for the implementation of hybrid work from the perspective of Human Resource Management (HRM) in the digital era at Mandailing Natal State Islamic College (STAIN Madina). A quantitative descriptive approach was employed, with data collected through surveys and questionnaires. The findings indicate that STAIN Madina possesses the basic infrastructure necessary to support the implementation of hybrid work. However, readiness in terms of organizational culture, digital training, and performance management systems still requires further strengthening. These findings highlight the critical role of human resources in designing adaptive strategies to ensure that hybrid work models can be implemented effectively and sustainably. This study contributes to the development of HRM practices within government institutions in digital era.

Keywords: *Hybrid Work, Organizational Readiness, Human Resource Management, Digital Era, STAIN Madina*

A. INTROSUCTION

Major changes in the global work landscape over the past decade, particularly due to advances in information and communication technology, have encouraged organizations worldwide to adopt more flexible working arrangements (Sari & Wening, 2025). One of the most prominent innovations in work systems is hybrid work, a model that combines remote working with on-site office work. This model has become increasingly relevant and even essential, especially following the COVID-19 pandemic, which compelled both private and public organizations to reassess their traditional ways of working (Mildawani & Wonte, 2024).

Hybrid work offers several strategic advantages for organizations. For employees, this model enhances flexibility and enables a better balance

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between personal and professional life (Putri, 2025). For organizations, hybrid work can improve operational efficiency, reduce office space requirements, and expand access to talent by enabling the recruitment of individuals from diverse geographical locations (Chellam & Divya, 2022). However, the implementation of hybrid work is not without challenges. These challenges are not limited to technical issues, such as inadequate digital infrastructure, but also encompass managerial and organizational culture aspects, including changes in communication patterns, supervision mechanisms, and performance management practices (Nandini & B. Anitha, 2025).

In the context of public sector organizations, such as Mandailing Natal State Islamic College (STAIN Madina), the implementation of hybrid work requires more complex considerations. As a higher education institution under the Ministry of Religious Affairs, STAIN Madina operates within a work structure that emphasizes data accuracy, cross-divisional collaboration, and public engagement in educating future generations (Effiyaldi et al., 2025). Therefore, hybrid work arrangements must be implemented carefully to ensure that service quality and data reliability are not compromised. Furthermore, government institutions often face challenges related to bureaucratic procedures, resistance to change, and limitations in adopting new technologies (Bhadoriya, 2025).

Organizational readiness to adopt a hybrid work model is a critical issue that must be examined, particularly from the perspective of Human Resource Management (HRM). HRM plays a central role in facilitating organizational adaptation, ranging from the development of flexible work policies and digital skills training to employee productivity management, performance evaluation, and the strengthening of a results-oriented work culture (Risnawati et al., 2025). Without strong human resource support and engagement, the transition to hybrid work may create risks such as reduced employee engagement, information silos, and decreased effectiveness of team coordination (Evans-Uzosike et al., 2021).

In addition, organizational readiness includes the availability of digital technologies that serve as the foundation for the sustainability of hybrid work systems. The success of this model largely depends on the availability of virtual communication platforms, online collaboration systems, and digital performance management tools that can be securely and equitably accessed by all employees (Cosa & Torelli, 2024). Equally important is the psychological and cultural readiness of the organization to embrace changes in work arrangements. An adaptive work culture, participatory leadership, and a results-oriented mindset are key elements that HRM must cultivate as an agent of organizational change (Hartanto, 2025).

Research conducted by Eurofound (2021) indicates that public sector organizations that successfully implement hybrid work tend to possess flexible human resource structures, responsiveness to technological developments, and a strong focus on work outcomes rather than physical presence. Similarly, Choudhury et al. (2021) emphasize that workplace flexibility can enhance productivity, provided that it is supported by clear, technology-driven performance management systems. These findings highlight the importance of evaluating overall organizational readiness, particularly within government institutions operating under the Ministry of Religious Affairs.

Despite the growing relevance of hybrid work, studies examining its implementation within higher education institutions in the public sector, particularly in Indonesia, remain limited. This is noteworthy because higher education institutions face unique challenges, including uneven technological infrastructure, limited budgets for digital transformation, and distinctive local work culture characteristics. Therefore, this study is both relevant and important, with a specific focus on Mandailing Natal State Islamic College (STAIN Madina) as a case study.

This study aims to explore and analyze the level of organizational readiness for implementing a hybrid work system, with particular emphasis on HRM as the primary driver of transformation. The analysis focuses on internal policies, employees' digital competencies, performance management systems, and leadership support. The findings are expected to provide strategic insights for STAIN Madina and other government institutions in designing effective, inclusive, and sustainable hybrid work systems in the digital era.

B. RESEARCH METHOD

This study employed a quantitative approach with a descriptive-quantitative research design (Ghanad, 2023). The purpose of this approach was to systematically and accurately describe the level of organizational readiness for implementing a hybrid work system from a Human Resource Management (HRM) perspective. Quantitative approach is appropriate for examining phenomena that can be measured numerically and analyzed statistically, including civil servants' perceptions of digital-based work systems (Pradhan, 2021). The population of this study consisted of all civil servants (Aparatur Sipil Negara/ASN) employed at Mandailing Natal State Islamic College (STAIN Madina), totaling 226 employees. Given that the population size exceeded 100 individuals, the sample size was determined using the Slovin formula, resulting in a sample of 69 civil servants. The study employed a simple random sampling technique, whereby each member of the

population had an equal probability of being selected as a research respondent.

C. RESULTS AND DISCUSSION

Respondent Profile

This study involved 69 civil servants (ASN) from Mandailing Natal State Islamic College (STAIN Madina). Based on their characteristics, the majority of respondents had more than five years of work experience, indicating a sufficient understanding of organizational dynamics and changes in work systems resulting from digitalization and the COVID-19 pandemic. The demographic characteristics of the respondents were as follows:

1. Gender: 58.85% male and 41.15% female
2. Age: Average age ranged between 35 and 45 years
3. Educational Background: 21.68% bachelor's degree (S1), 67.26% master's degree (S2), and 11.06% doctoral degree (S3)
4. Hybrid Work Experience: All respondents had experienced hybrid working arrangements since the COVID-19 pandemic.

Organizational Readiness for Hybrid Work Implementation

Organizational readiness was assessed based on six key indicators: technological readiness, digital competence of civil servants, hybrid work systems, organizational culture, leadership support, and employee satisfaction. The average scores for each indicator are presented below.

Indicator	Mean Score (1–5)	Interpretation
Technological Readiness	4.10	Ready
Digital Competence of Civil Servants	3.85	Ready
Hybrid Work System	3.52	Ready
Organizational Culture	3.43	Ready

Indicator	Mean Score (1–5)	Interpretation
Leadership Support	4.23	Highly Ready
Employee Satisfaction	3.68	Ready

Technological Readiness to Support Hybrid Work

The findings indicate that technological readiness at STAIN Madina falls within the “Ready” category, with a mean score of 4.10. Basic infrastructure, including laptops, internet access, virtual meeting applications (Zoom and Google Meet), and cloud-based data management systems, is available and actively utilized. This finding aligns with Yuliana and Arifin (2022), who identified technological readiness as a key determinant of successful hybrid work implementation in the public sector. Reliable digital infrastructure enables employees to remain productive regardless of their work location. Within the civil service context, digitalization must be accompanied by employees’ ability to adapt to software platforms used for collaboration and reporting.

Nevertheless, several respondents reported issues related to unstable internet connectivity, particularly in remote areas and during work-from-home arrangements. This suggests that technological readiness should be supported by organizational policies such as internet subsidies, data backup systems, and continuous technical training.

Digital Competence of Employees: The Foundation of Hybrid Work

The majority of respondents considered themselves sufficiently competent in using digital work tools. Online training programs and self-directed learning were identified as major contributing factors. However, approximately 7% of respondents indicated that they had not yet fully utilized digital systems, highlighting the need for ongoing digital skills development. The digital competence indicator achieved a mean score of 3.85, placing it within the “Ready” category. Most respondents reported confidence in

operating digital applications for administrative work, online teaching, online reporting, and collaboration through digital platforms.

Fitriani and Sari (2021) found that employees who receive continuous ICT training demonstrate higher adaptability within hybrid work environments. Digital competence encompasses not only technical skills but also cybersecurity awareness, efficient data utilization, and virtual communication abilities. The findings further revealed generational differences, with younger employees adapting more readily to technological changes. In contrast, senior employees required more time to adjust, suggesting that mentoring-based training programs may be particularly effective in enhancing cross-generational digital competence (Zakaria et al., 2025).

Hybrid Work Systems and Their Implications for Productivity

Most respondents perceived the hybrid work policy as relatively clear, including work rotation schedules and digital attendance mechanisms. However, 12% indicated uncertainty regarding outcome-based performance evaluation procedures. The hybrid work system at STAIN Madina combines physical attendance with online work arrangements on a rotational basis. This indicator achieved a mean score of 3.52. Digital attendance systems, online teaching, daily online reporting, and hybrid work standard operating procedures (SOPs) have been implemented, although coordination challenges remain (Avrillia et al., 2025).

These findings support Prabowo and Lestari (2020), who argued that effective hybrid work systems require performance control mechanisms based on outputs rather than physical presence. As a higher education institution, STAIN Madina should prioritize productivity indicators based on measurable outputs, reports, and institutional performance outcomes. However, difficulties remain in measuring and monitoring online performance, particularly for individual tasks that are not directly observable. Consequently, the institution should develop Key Performance Indicators

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(KPIs) linked to online activities and integrated digital performance dashboards.

Organizational Culture and Virtual Work Dynamics

Organizational culture plays a crucial role in the transition toward hybrid work. With a mean score of 3.43, this indicator suggests that collaborative work values have been established but have not yet been fully embedded within virtual interactions. According to Marbun and Tania (2023), organizations characterized by participatory cultures and openness to digitalization are better prepared to adopt hybrid work models. STAIN Madina has implemented several collaborative practices, including online discussions and integrated virtual learning platforms. However, cultural gaps remain evident in informal communication patterns and interdepartmental responsiveness. A healthy digital work culture should be fostered through strengthened values of accountability, transparency, and virtual informal communication spaces, such as virtual coffee chats, to replace conventional workplace interactions. These findings are consistent with Cordella and Tempini (2021), who emphasized the importance of cultural transformation in digital workplaces.

Leadership Support in Driving Work Transformation

Leadership support received the highest score among all indicators, with a mean of 4.23. Respondents perceived institutional leaders as responsive to change, supportive of flexible working arrangements, and committed to providing online training opportunities. Rachmawati and Handayani (2022) concluded that leaders who act as role models in technology adoption and flexible work practices significantly enhance employee motivation. At STAIN Madina, leadership openness to feedback, utilization of official communication channels such as WhatsApp groups, and employee involvement in hybrid work policy development have contributed to successful organizational adaptation. Despite these strengths, a key challenge remains

ensuring that leaders at all organizational levels possess adequate digital managerial competencies. Therefore, systematic digital leadership development programs are recommended.

Employee Satisfaction with Hybrid Work

Employee satisfaction with hybrid work achieved a mean score of 3.68. Most respondents reported benefits such as greater flexibility, reduced commuting time and costs, and improved work-life balance. Ardiansyah and Dewi (2023) argued that hybrid work enhances work-life integration among public employees, although it also requires strong self-management skills. Some respondents reported prolonged feelings of boredom due to extensive online work (digital fatigue) and difficulties separating professional responsibilities from personal life. Accordingly, organizations should consider implementing digital disengagement policies and promoting healthy time-management practices through workshops and supervisory support.

Research Implications

The findings demonstrate that public institutions such as STAIN Madina possess significant potential to implement hybrid work effectively, provided that technological training, results-based HRM policies, and adaptive digital leadership are strengthened. This conclusion aligns with OECD (2020), which emphasizes the importance of work culture reform and human resource system transformation in supporting digital government initiatives. Wang et al. (2021) highlighted that stable and accessible technological infrastructure is a critical determinant of hybrid work effectiveness. Within public institutions, virtual private networks (VPNs), digital attendance systems, and cloud-based data storage contribute substantially to operational efficiency and data security.

Digital competence extends beyond technical proficiency to include information literacy and adaptability to platform-based work systems. Choudhury et al. (2020) found that employees with higher levels of digital

literacy demonstrate greater job satisfaction and productivity within hybrid work environments. Hybrid work systems in the public sector should emphasize transparency and accountability. OECD (2021) reported that successful government organizations implementing hybrid work possess standardized work guidelines, performance indicators, and integrated reporting systems.

Furthermore, organizational culture transformation is essential for supporting digital transformation. Laker and Roulin (2022) argued that inclusive organizational cultures, openness to innovation, and support for virtual collaboration strengthen the acceptance and success of hybrid work arrangements. Leadership also undergoes substantial transformation in hybrid work environments. Leaders capable of managing remote teams, adopting coaching-oriented approaches, and leveraging technology for monitoring and communication are more likely to create productive work environments. Finally, while hybrid work offers employees greater flexibility and improved work-life integration, maintaining clear boundaries between work and personal life remains essential. Bloom et al. (2022) emphasized the importance of organizational support in fostering work-life balance through flexible schedules and access to psychosocial support services.

D. CONCLUSION

Based on the findings and discussion of this study, several important conclusions can be drawn regarding organizational readiness for implementing a hybrid work system from a Human Resource Management (HRM) perspective in the digital era at Mandailing Natal State Islamic College (STAIN Madina). First, regarding digital technology and infrastructure readiness, STAIN Madina has demonstrated a relatively high level of preparedness. Essential infrastructure, including work devices, internet access, and online collaboration platforms, is available and functionally utilized. Nevertheless, improvements are still needed in network stability and

technical support for employees working in areas with limited internet connectivity.

Second, concerning the digital competence of civil servants, employees generally possess adequate capabilities in utilizing digital technologies, particularly software applications for communication and collaboration. However, differences in adaptability across generations remain evident, highlighting the need for continuous training programs and mentoring systems to facilitate knowledge transfer and skill development. Third, in relation to hybrid work systems and productivity, the implementation of hybrid work has been established but requires further refinement, particularly in performance monitoring mechanisms, outcome-based evaluation systems, and interdepartmental coordination. Strengthening these aspects is essential to ensure accountability and maintain employee effectiveness in both online and offline work environments.

Fourth, regarding organizational culture in digital transformation, a digital work culture has begun to emerge, as reflected in the acceptance of flexible working arrangements and the increasing digitalization of institutional services. However, informal online communication practices and the integration of collaborative values require further enhancement to prevent communication fragmentation among employees. Fifth, with respect to the role of leadership in supporting hybrid work transformation, institutional leaders at STAIN Madina have demonstrated strong commitment through flexible work policies, online teaching initiatives, digital attendance systems, online training programs, and open communication practices. Adaptive and digitally competent leadership has proven to be a critical factor in facilitating successful organizational transformation toward hybrid work.

Finally, regarding employee satisfaction, the hybrid work model has generated positive outcomes in terms of time efficiency, workplace flexibility, and work-life balance. Nevertheless, further efforts are required to enhance overall employee satisfaction through policies that support effective online

work-time management and provide psychological support to address digital fatigue. Overall, the findings indicate that STAIN Madina is generally prepared to implement a hybrid work system. However, the sustainability and effectiveness of this model depend on continuous improvements in technological infrastructure, digital competencies, performance management systems, organizational culture, and adaptive leadership practices.

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