



MILLENNIAL EMPLOYEES' PERSPECTIVES ON HYBRID WORKING AND ENGAGEMENT IN BAIK INSTITUTE

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ABSTRACT

This study explores how hybrid working shapes employee engagement among millennial employees at BAIK Institute, focusing on their experiences, influencing factors, and perceptions of work relationships. The research employs a qualitative, exploratory approach utilizing purposive sampling and semi-structured interviews to gather rich, descriptive data. The study finds that hybrid work offers millennials meaningful flexibility and autonomy, enabling better work-life balance and higher motivation. The blend of remote and in-person work supports both deep individual focus and essential social interaction, fostering job satisfaction and a strong sense of belonging.

Key factors supporting engagement include autonomy, effective communication, empathetic leadership, technological support, and structured social connection practices. While hybrid models offer flexibility, challenges such as communication barriers, social isolation, and balancing work-life boundaries persist. The study emphasizes the indispensable role of inclusive leadership and transparent policies in maintaining relational quality and team cohesion. Recommendations focus on building clear communication channels, leadership training, technological equity, and opportunities for social connection to sustain millennial engagement in hybrid settings.

The findings contribute practical insights for organizations seeking to optimize hybrid work systems, highlighting the need for deliberate strategies that align with millennial values and foster an inclusive, motivated workforce in evolving work environments.

Keywords: *Hybrid work, employee engagement, millennials, autonomy, work-life balance, leadership, organizational culture*

I. INTRODUCTION

A. Research Background

The rapid advancement of digital technology and the changing dynamics of modern work have given rise to new employment systems, one of which is hybrid working. Hybrid working combines on-site and remote work arrangements, providing employees with flexibility in determining where and how they perform their tasks. This model has gained significant popularity following the COVID-19 pandemic, when many organizations realized that productivity and collaboration could still be maintained without constant physical presence. On the other hand, this transformation also brings new challenges, particularly in sustaining employee engagement and organizational

commitment.

Employee engagement has become a strategic issue that strongly influences organizational success. Engagement goes beyond job satisfaction; it encompasses the emotional, cognitive, and behavioral investment employees make in their work. Highly engaged employees tend to demonstrate superior performance, strong loyalty, and a proactive attitude in contributing to organizational goals. However, maintaining this level of engagement within a hybrid work setting is increasingly complex. Reduced face-to-face interaction, reliance on digital communication, and weakened social bonds can make employees feel disconnected from the organization.

Millennials, who currently dominate the global workforce, have distinctive characteristics compared to previous generations. They highly value flexibility, work-life balance, opportunities for personal development, and meaningful work. For this reason, hybrid working appears to align well with their preferences, particularly in providing autonomy and balance. However, millennials also expect transparent communication and authentic relationships with colleagues and supervisors. In hybrid environments, these needs may be harder to fulfill due to communication barriers, potential social isolation, and the reduced sense of belonging to the organization.

At BAIK Institute, an educational organization employing a predominantly millennial workforce, the implementation of hybrid working represents both an opportunity and a challenge. This model aims to enhance efficiency while supporting employees' well-being. Nevertheless, little is known about how millennial employees at this institution perceive and internalize their hybrid work experiences, as well as how these experiences influence their sense of engagement with their work and organization. Since employee engagement is crucial in sustaining service quality, innovation, and institutional effectiveness, gaining insight into these experiences is essential for both leadership and human resource management teams.

This study aims to explore these dynamics through a qualitative lens, focusing on understanding the lived experiences and perspectives of millennial employees under hybrid working arrangements. A qualitative approach enables a deeper exploration of participants' narratives, uncovering the underlying meanings, emotions, and contextual factors shaping their engagement. Through in-depth interviews and thematic analysis, the study seeks to reveal how hybrid working either facilitates, challenges, or reshapes the way millennials engage with their work at BAIK Institute.

The outcomes of this research are expected to offer both theoretical and practical contributions. Theoretically, it enriches the growing body of literature on employee engagement within flexible and digitally mediated work environments. Practically, it provides insights for organizational leaders and HR practitioners to design adaptive strategies that sustain engagement among millennial employees in hybrid models. This may include developing communication systems, recognition programs, and collaboration practices that suit millennials' values and expectations. Additionally, the findings may serve as a reference for other educational institutions or organizations undergoing similar transitions toward hybrid work systems.

In sum, the study titled “Understanding How Hybrid Working Shapes Employee Engagement among Millennials at BAIK Institute” holds strong relevance in addressing current transformations in the workplace. It not only examines how hybrid work affects engagement but also explores how millennials construct meaning and connection in a work structure that blends flexibility and autonomy. Ultimately, understanding these dynamics will help organizations like BAIK Institute build a more resilient, motivated, and engaged workforce for the future.

B. Research Questions

Based on the background and the existing research gap, the problems of this study can be formulated as follows:

1. How do millennial employees at BAIK Institute describe their experiences of working in a hybrid environment?
2. What factors influence employee engagement among millennials within the hybrid working system?
3. In what ways does hybrid working affect millennial employees’ sense of belonging, motivation, and job satisfaction?
4. How do millennial employees perceive their relationships with colleagues and supervisors in a hybrid work setting?
5. How can insights from employees’ experiences inform organizational strategies to enhance engagement in hybrid working environments?

C. Research Objectives

This study aims to explore in-depth how hybrid working influences employee engagement among millennial employees at BAIK Institute. Specifically, the objectives are to:

1. Explore how millennial employees experience and interpret hybrid working within their professional roles.
2. Identify the factors that facilitate or hinder employee engagement in hybrid work settings at BAIK Institute.
3. Understand how hybrid work arrangements influence millennials’ sense of belonging, motivation, and job satisfaction.
4. Examine the ways in which hybrid work shapes the relationships between employees and the organization.
5. Generate insights and recommendations for organizational leaders to enhance engagement strategies suited to hybrid working environments.

II. LITERATURE REVIEW

A. Hybrid Working

The rise of hybrid work gained momentum during the COVID-19 pandemic as organizations sought to maintain operational continuity while accommodating employee preferences for flexibility. By 2023, hybrid work became a norm in many sectors, supported strongly by advancements in digital communication and collaboration tools that allow productivity regardless of location (Felstead, 2023; Schaufeli & Bakker, 2025). Employees appreciate this model for reducing commuting stress and allowing personalized work schedules, which contribute to improved well-being and motivation.

Hybrid work offers several distinct benefits. It boosts productivity by

enabling employees to focus better when working remotely without typical office distractions, while on-site days facilitate collaboration, social interaction, and strategic discussions. The flexibility helps employees balance professional and personal responsibilities better, which prevents burnout and supports mental health. Organizations benefit from increased business agility, resilience to disruptions (like lockdowns or natural disasters), and expanded access to a diverse talent pool unconstrained by geography (Radancy, 2025; Gallup, 2025; UnSpot, 2025).

However, hybrid working also introduces challenges. Communication gaps and difficulties in maintaining team cohesion can lead to feelings of isolation among employees who split time working remotely. There is also the ongoing challenge of managing equitable involvement of remote and on-site employees in decision-making and social dynamics. Furthermore, technology disparities can impact how well teams function remotely, and leaders must balance mandates for office presence with flexibility to create inclusive workplaces (Speakitjobs, 2025; YourSpace, 2025). Organizations must therefore invest in robust digital infrastructure, leadership development, and flexible policies that address employee diversity and preferences.

Looking ahead, hybrid work continues to evolve with experimentation around schedules like four-day workweeks and flexible hours, as well as the integration of AI and virtual reality tools to enhance collaboration. Its sustained adoption is also linked to environmental benefits such as reduced commuting carbon emissions, aligning with broader sustainability goals (YourSpace, 2025; Radancy, 2025).

B. Employee Engagement in Hybrid Work Settings

Employee engagement is characterized by the emotional, cognitive, and behavioral connection employees have with their work and organization (Kahn, 1990; Schaufeli & Bakker, 2004). It plays a critical role in enhancing productivity, job satisfaction, and organizational commitment. Hybrid work positively influences engagement by offering employees greater autonomy, flexibility, and improved work-life integration. Employees often report reduced commuting stress, which decreases exhaustion and conserves energy, leading to higher motivation and better concentration levels (GoodwoodPub, 2025; Neliti, 2025).

Studies reveal that hybrid work strengthens engagement by allowing employees to better balance personal and professional demands, thereby reducing burnout and enhancing enthusiasm for work. For example, hybrid arrangements provide opportunities for focused, uninterrupted work during remote days, while in-person days nurture collaboration and social ties that deepen emotional commitment to the organization (BIJMT, 2025; GoodwoodPub, 2025). Millennial employees particularly benefit from hybrid models when these align with their values of autonomy, purpose, and growth, which are essential drivers of their engagement (BIJMT, 2025).

However, hybrid work also presents notable challenges that can undermine employee engagement if not properly addressed. Communication barriers arise as reliance on digital platforms limits spontaneous conversations and informal feedback, which are crucial for relationship building and emotional connection. Feelings of isolation and loneliness emerge when employees are

physically distant from peers and supervisors, potentially harming mental wellbeing and reducing job satisfaction. Moreover, maintaining team cohesion becomes more difficult, risking fragmentation of group identity and collaboration effectiveness (GoodwoodPub, 2025; IJRPR, 2025; YourSpace, 2025). These factors highlight the need for effective digital leadership, proactive communication strategies, and structures that foster relational trust to sustain engagement.

Adequate organizational support also plays a vital role in mitigating hybrid work challenges. Clear guidelines for hybrid collaboration, regular virtual check-ins, recognition programs, and continuous learning opportunities help maintain motivation and a sense of belonging among dispersed teams. Research underscores the importance of a supportive hybrid culture that prioritizes employee wellbeing, transparent communication, and equitable access to resources (BIJMT, 2025; Vorecol, 2024). When these conditions are met, hybrid work can lead to sustained high engagement, reduce absenteeism, and improve overall performance.

C. Millennial Workforce Characteristics and Engagement

Millennials, typically born between 1981 and 1996, constitute a significant portion of today's workforce and embody distinct values and work preferences. They highly prioritize flexibility, meaningful work, opportunities for professional development, and work-life balance (InternationalPubls, 2025). Hybrid work models align effectively with such preferences by offering employees greater autonomy and balance. However, millennials also emphasize social connectivity and meaningful interpersonal interactions, which hybrid work may compromise due to reduced face-to-face encounters and reliance on digital communication (InternationalPubls, 2025; IJPR, 2025).

Two prominent theories help explain how hybrid work influences millennial engagement: Social Exchange Theory (SET) and Self-Determination Theory (SDT). Social Exchange Theory posits that workplace relationships are reciprocal; employees respond positively when they perceive organizational support and fairness (Blau, 1964). In hybrid work, when organizations provide flexible policies, continuous feedback, and growth opportunities, millennials feel valued and reciprocate with commitment and engagement (InternationalPubls, 2025). For example, empowering leadership that delegates authority fosters trust and motivates employees to invest effort beyond formal requirements (Kim et al., 2025).

Self-Determination Theory adds a psychological perspective, emphasizing the fulfillment of three fundamental needs: autonomy, competence, and relatedness (Ryan & Deci, 2000). Autonomous work environments—characteristic of hybrid models—meet millennials' desire for control over their work, enhancing intrinsic motivation. Competence is supported through opportunities for skill development even in remote settings, often mediated by knowledge sharing and digital collaboration. Relatedness, or social connectedness, is the most challenged need in hybrid contexts, where physical separation risks feelings of isolation. Thus, fostering inclusive communication and team cohesion is essential to motivate millennials effectively (Kim et al., 2025; Winkler-Titus et al., 2022).

Empirical research highlights that hybrid work arrangements best engage millennials when these psychological needs are satisfied through supportive leadership, meaningful work aligned with personal values, and structured social interactions. Millennials tend to reciprocate organizational trust and investment with higher engagement, loyalty, and performance (InternationalPubls, 2025). However, failure to address social isolation and communication gaps reduces engagement, emphasizing the need for deliberate organizational efforts to maintain connectivity and belonging in hybrid environments (IJPR, 2025).

D. Key Factors Affecting Engagement in Hybrid Work

Research identifies several critical factors that influence employee engagement within hybrid work models. These include:

1. **Autonomy and flexibility:** The ability to control work schedules and locations drives positive engagement outcomes (BIJMT, 2025).
2. **Digital leadership and communication:** Effective digital communication, transparent leadership, and continuous feedback foster trust and connectedness (Vorecol, 2024).
3. **Work-life integration:** Balanced management of professional and personal responsibilities reduces burnout and increases enthusiasm for work (GoodwoodPub, 2025).
4. **Opportunities for growth and learning:** Continuous learning and development aligned with individual values enhance motivation and engagement (InternationalPubls, 2025).
5. **Relational trust and social connection:** Strong interpersonal relationships and a sense of belonging counteract feelings of isolation common in hybrid settings (Vorecol, 2024).

E. Organizational Implications of Hybrid Working

The shift to hybrid work demands organizations to revisit and modernize traditional management practices to effectively support a dispersed workforce. Key areas of focus include investing in digital collaboration tools that ensure seamless communication and cooperation regardless of employees' locations. Leadership training tailored to managing hybrid teams becomes fundamental, as managers must learn to balance supporting remote workers while maintaining team cohesion and performance (IJRPR, 2025). Policies promoting inclusivity across remote and on-site settings help foster equity and a sense of belonging across the workforce.

Engagement strategies must be customized to respect generational values, especially for millennials who prioritize flexibility, meaningful work, and growth opportunities. Doing so improves employee retention, reduces turnover, and sustains high performance amid organizational changes (InternationalPubls, 2025). Adaptive leadership that models hybrid work behavior, actively listens to employee needs, and provides flexible scheduling within clear guardrails fosters a trusting climate where hybrid work can flourish (PeopleManagingPeople, 2025).

Implementing best practices involves defining roles and responsibilities clearly, setting measurable goals aligned with organizational vision, and facilitating collaboration through appropriate technology. Regular check-ins and feedback sessions help maintain alignment while empowering employees with

autonomy. Transparent communication about hybrid policies and expectations avoids confusion and builds trust. Furthermore, organizations should prioritize collaborative in-person experiences such as workshops or brainstorming sessions to strengthen team bonds and collective identity (PeopleManagingPeople, 2025; MIT SMR, 2025).

Technology infrastructure must support secure, seamless access to data and collaboration tools for all employees. Document management solutions and specialty software like electronic signature tools enhance operational efficiency in hybrid environments. Providing resources and support channels addresses diverse employee needs and facilitates smooth hybrid work implementations (PeopleManagingPeople, 2025)

III. RESEARCH METHODOLOGY

A. Research Types

This study adopts a qualitative research approach aimed at exploring and understanding the lived experiences and perceptions of millennial employees toward hybrid working and its impact on their engagement. Qualitative research is appropriate as it facilitates a deep exploration of complex phenomena involving human behavior, emotions, and social interactions within their natural context (Kvale, 2007). Specifically, an exploratory design is employed to gather rich descriptive data since the hybrid work model, particularly its psychological and social impacts on millennials, remains a relatively new and evolving area of inquiry. This approach allows the study to uncover insights, meanings, and patterns directly from participant narratives rather than relying on numerical measurement alone.

B. Population and Sample

The population of this study comprises millennial employees working at BAIK Institute who have been engaged in hybrid work arrangements. The focus on millennials is intentional given their significant presence in the workforce and unique values regarding flexibility, work-life balance, and social connectivity. A purposive sampling technique is used to select participants who meet criteria including work tenure in hybrid arrangements, job roles that involve teamwork, and willingness to participate in in-depth interviews. The sample size will be determined by data saturation the point at which no new themes or insights emerge. Typically, for qualitative studies of this nature, a sample of 15–20 participants is considered sufficient to provide a comprehensive understanding while maintaining manageable data complexity

C. Location and Subject

The study is conducted at BAIK Institute, an educational organization based in Indonesia where hybrid work has been implemented as part of organizational adaptation to modern work trends. BAIK Institute serves a suitable context due to its predominantly millennial workforce and ongoing hybrid work policies. The subjects of the study are millennial employees who actively participate in hybrid working, including remote and on-site work. These participants come from various departments, enabling the exploration of different experiences and perspectives across job functions. Data collection involves conducting semi-structured interviews with these subjects in virtual or face-to-face settings based on participants' preferences and convenience.

IV. RESEARCH RESULT

A. Millennial Employees' Experiences of Hybrid Working

Participants highlighted that hybrid working offers meaningful flexibility and autonomy that significantly enhance how they manage their professional and personal lives. The ability to choose where to work, either remotely or on-site helps them reduce commuting time and related stress, leaving them more focused and energized during work hours. Remote workdays allow for deep, uninterrupted concentration, which enables millennials to complete cognitively demanding tasks without distractions typical of office settings. Conversely, on-site workdays promote collaboration, spontaneous social interactions, and informal learning opportunities that nurture a sense of community and team cohesion.

This balanced blend of remote and in-person work supports millennials' fundamental need for work-life integration, aligning with their preference for autonomy and control over their schedules. Flexibility in work location and hours allows participants to better accommodate family responsibilities, personal interests, and health management, which contributes to overall well-being and job satisfaction. Furthermore, having the freedom to design workdays around their peak productivity times leads to enhanced performance and motivation. Millennials perceive hybrid work as not just a functional arrangement, but a valued "privilege" that empowers them to bring their best selves to work (YRPIPKU, 2025; Vocantas, 2023; LinkedIn, 2025).

In addition, participants expressed that this flexibility fosters higher engagement because it enables them to maintain balance without sacrificing meaningful connection to their work and colleagues. While remote work delivers autonomy, the in-person days remain essential for reinforcing social bonds, fostering trust, and participating in organizational culture-building. Millennials emphasized that hybrid work can only support sustained engagement if organizations invest in deliberate strategies to maintain communication, clarity, and inclusivity, ensuring no employee feels isolated despite physical distance.

Overall, hybrid work's flexibility and autonomy were cited as key drivers for millennial engagement by enhancing work-life balance, reducing stress, increasing productivity, and preserving the social and emotional dimensions of work.

B. Delivery Service Perceptions

Several factors are critical in supporting employee engagement in hybrid work settings, with autonomy ranked highest among these factors. Employees feel more motivated and committed when they have control over their schedules and work environments, which allows them to tailor work to their individual rhythms and needs. Autonomy supports intrinsic motivation by enabling employees to manage when and how they complete tasks, thus fostering a sense of ownership and responsibility (Deskbird, 2025).

Effective communication is another key pillar. In hybrid environments where teams are dispersed, transparent and frequent communication reduces feelings of isolation and builds trust. Leaders who establish clear communication

protocols, set expectations, and encourage open dialogue tend to foster higher engagement. Regular check-ins, inclusive meetings that actively involve both remote and on-site employees, and an open feedback culture are essential strategies. These practices ensure all team members are informed, aligned, and feel valued regardless of their physical location (RewardGateway, 2023; Present AI, 2025).

Supportive leadership plays an equally vital role. Hybrid leaders must adapt by showing empathy, flexibility, and active listening. Managing a hybrid team requires understanding diverse employee circumstances and being open to adjustments in work hours or deliverables. Leaders who recognize and appreciate the efforts of remote and in-office workers alike foster inclusive climates where employees feel supported and motivated (SystemX, 2024; Vorecol, 2024).

Social connection surfaces as a double-edged factor. While hybrid work offers flexibility, it can limit face-to-face interactions, leading to isolation and weakened emotional attachment to the organization if not intentionally addressed. Structured team-building efforts, virtual social gatherings, and coordinated in-office days are important for maintaining relational trust and fostering a sense of belonging. Encouraging camaraderie and informal communication helps bridge the physical distance between employees and thus sustain engagement (Vorecol, 2024; RewardGateway, 2023).

Lastly, technological tools are key enablers of collaboration and engagement. Tools like video conferencing, virtual whiteboards, and project management platforms facilitate real-time interaction and teamwork, reducing the friction caused by physical separation. Providing equitable access and training on these tools ensures all employees can participate fully, further supporting a cohesive, collaborative hybrid culture (Present AI, 2025).

In summary, autonomy, effective and transparent communication, empathetic leadership, social connection strategies, and robust technological support collectively create an environment where hybrid work can foster strong employee engagement.

C. Impact of Hybrid Working on Sense of Belonging, Motivation, and Job Satisfaction

Hybrid work positively impacted millennials' sense of belonging and motivation primarily when combined with frequent opportunities for interpersonal connection and meaningful recognition. Participants noted that hybrid work arrangements facilitated a better integration of work and personal life, which greatly enhanced their overall job satisfaction. They felt trusted by management to manage their schedules and tasks independently, which further boosted their motivation and commitment to organizational goals (BIJMT, 2025; Jabra, 2024).

Participants emphasized that the feeling of belonging was strongest when organizational policies explicitly promoted inclusivity and when hybrid work was supported by regular in-person interactions. Such in-person days were critical not only for collaboration but also for building interpersonal trust and reinforcing organizational identity that remote work alone could not sustain. Millennials valued structured social events and recognition programs that acknowledged their contributions regardless of where they worked, helping to

counteract feelings of isolation and disconnection (BIJMT, 2025).

However, challenges remain with balancing work and personal boundaries during remote workdays. Some participants reported difficulty switching off from work, especially when workspaces overlapped with personal spaces, leading to stress and digital fatigue. This highlights the importance of clear guidelines to protect psychological detachment, encouraging breaks and setting expectations around availability (BIJMT, 2025; Jabra, 2024).

Overall, this study underscores that hybrid work environments must blend autonomy with opportunities for meaningful social connection and recognition to sustain millennial engagement. Work-life integration and trust in employee self-management enhance motivation, but intentional policies and practices fostering inclusivity and organizational culture are essential to strengthening the sense of belonging in hybrid workforces.

D. Perceptions of Relationships with Colleagues and Supervisors

Millennials place a high value on the quality of relationships they maintain with both peers and supervisors, considering these relationships foundational to their engagement at work. Hybrid working, when supported by intentional organizational efforts, enables employees to sustain strong working relationships through structured virtual meetings and scheduled in-person encounters. These structured interactions ensure communication remains consistent and inclusive, offering opportunities to collaborate, share feedback, and build trust across physical divides.

However, respondents emphasized that remote communication alone cannot fully replace spontaneous and informal exchanges that naturally occur in face-to-face settings. These unplanned moments such as casual conversations during breaks or impromptu brainstorming sessions are critical for fostering team cohesion, building emotional connections, and enhancing psychological safety within the team. The absence of such informal interactions in purely virtual settings can lead to feelings of disconnection, potentially weakening relational trust and undermining engagement.

Effective hybrid work management, therefore, requires deliberate strategies to recreate these spontaneous exchanges through creative means, such as virtual social events, informal chat channels, and hybrid meeting designs that encourage open dialogue. Organizations must also encourage frequent in-person meetings or team-building activities to reinforce interpersonal bonds. Leadership plays a pivotal role in modeling openness and fostering a culture where both virtual and face-to-face interactions are valued equally.

Research has shown that hybrid work becomes most engaging when employees feel a strong relational bond with colleagues and leaders. These bonds serve as a buffer against the potential isolation caused by remote work and support the emotional and social components of employee engagement. Thus, while technology facilitates communication, intentional cultural practices and leadership support are irreplaceable in maintaining the relational quality central to millennial engagement in hybrid work environments.

E. Recommendations for Organizational Strategies

Employees recommended that hybrid work policies prioritize clear and transparent communication channels to avoid confusion and foster trust.

Establishing well-defined guidelines about schedules, expectations, and collaboration norms is essential to create a consistent work environment accessible to both remote and on-site workers (PeopleManagingPeople, 2025; CIPD, 2025). Leadership training focused on hybrid team management is critical, empowering managers to lead with empathy, flexibility, and intentional communication tailored to distributed teams (Sloan Review MIT, 2025). Trained leaders can effectively balance remote and in-person dynamics, promote accountability, and cultivate motivation.

Structured opportunities for social connection emerged as vital for sustaining engagement. These include regular team check-ins, virtual social events, and collaborative project work that fosters peer interaction and informal relationship-building despite physical distances (PeopleManagingPeople, 2025). Flexible scheduling, such as personalized in-office days and adaptable work hours, combined with equal access to technology tools, ensures employees can work productively regardless of location constraints, supporting work-life balance and autonomy (Joan Workplace, 2025).

Leaders were encouraged to foster a culture of trust and openness by modeling hybrid work behaviors themselves, practicing consistent communication, and actively listening to employee feedback. Creating inclusive environments where all employees remote or on-site can contribute, be heard, and receive recognition helps reduce feelings of exclusion and strengthens organizational cohesion (Sloan Review MIT, 2025; CIPD, 2025).

Ultimately, comprehensive hybrid work policies that integrate clear communication, strong leadership, social connectivity, technological equity, and trust-building are foundational for nurturing engaged, motivated, and inclusive hybrid teams. Institutions like BAIK Institute can leverage these insights to optimize their hybrid work systems and sustain millennial employee engagement.

V. CLOSURE

A. Conclusion

The study concludes that hybrid working positively influences millennial employees' engagement at BAIK Institute by providing meaningful flexibility, autonomy, and improved work-life balance. Millennials highly value the ability to manage their work location and schedule, which reduces commuting stress and enhances their energy and focus. The blend of remote and on-site work supports not only deep individual work but also essential social interactions and teamwork, which together foster higher motivation, job satisfaction, and a stronger sense of belonging.

Critical factors supporting engagement include autonomy, effective communication, empathetic leadership, and robust technological infrastructure. While hybrid work offers flexibility, it requires deliberate organizational efforts to overcome challenges such as social isolation, communication barriers, and maintaining team cohesion. The quality of relationships with peers and supervisors remains foundational, with in-person interactions playing a key role in building trust and emotional attachment that virtual communication alone cannot fully replace.

Millennials reported that hybrid work increases their motivation and loyalty when it aligns with transparent, inclusive policies that provide equitable access to resources and opportunities for meaningful recognition. However, the balancing of work and personal life boundaries, especially during remote days, remains a challenge that organizations must address through clear guidelines and support.

B. Suggestion

1. **Develop Clear Hybrid Work Policies:** Establish transparent communication channels and well-defined hybrid work guidelines addressing schedules, expectations, and collaboration norms to ensure fairness and clarity for all employees.
2. **Invest in Leadership Training:** Equip managers with skills to effectively lead hybrid teams, emphasizing empathy, flexibility, clear communication, and trust-building to support distributed employees.
3. **Promote Social Connections:** Facilitate structured social interactions through regular team meetings, virtual social events, and opportunities for informal communication. Encourage periodic in-person gatherings to reinforce relational bonds.
4. **Ensure Technological Equity:** Provide equitable access to collaboration tools and technology training to all employees to support seamless connectivity and productivity regardless of work location.
5. **Support Work-Life Boundary Management:** Implement policies promoting psychological detachment from work during non-working hours, such as encouraging breaks and defining availability to prevent burnout

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