



The Role of Hybrid Work Culture in Enhancing Employee Loyalty at PT Kayu Lapis Indonesia Sukorejo

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Abstract

Purpose: This study aims to: 1) analyze employees' understanding of hybrid work culture at PT Kayu Layers Indonesia Sukorejo, 2) analyze the factors that influence employee loyalty at PT Plywood Indonesia Sukorejo, 3) analyze the role of hybrid work culture in increasing employee loyalty at PT Wood Layers Indonesia Sukorejo, and 4) analyze the meaning of hybrid work culture in building employee loyalty at PT Kayu Lapis Indonesia Sukorejo.

Research Methodology: The research approach used was qualitative, with a descriptive type. Data were collected through in-depth interviews. This study had five informants, consisting of two administrative and operational employees, two supervisors, and one HR manager. Purposive sampling was used as the sampling technique.

Results: The findings of this study indicate that employees have an understanding of hybrid culture that is focused on operational aspects and do not show any internalization of the values therein.

Conclusions: Employees in this study were able to maintain a good work-life balance, even though the hybrid culture had not been optimally implemented. This is demonstrated by the high levels of employee loyalty.

Limitations: The study is limited to a single company and a small sample of employees, which may reduce the generalizability of the findings to other organizations or industries.

Contributions: This study contributes to the understanding of how hybrid work culture influences employee loyalty, highlighting the importance of flexibility, trust, and effective communication in modern work arrangements.

Keywords: *Employee Loyalty, Hybrid Culture, PT. Kayu Lapis, Work Flexibility*

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1. Introduction

Rapidly developing technology creates a work culture in a company experience change. From real from change the that is existence model Hybrid work is a way for someone to work both at home and in the office (Vartiainen & Vanharanta, 2024). This practice has become increasingly prevalent since the COVID-19 pandemic, which has required people to minimize their physical activities (Anggraini, 2021; Aprillita & Perkasa, 2021). Adaptation in a direct manner. Matter the in accordance with policy government This demonstrates the government's concern for the emergency situation (Ikhsani et al., 2021; Parmenas, 2021). According to a 2021 Gartner survey, 82% of companies worldwide intend to continue using a hybrid work model even after the pandemic. In other words, the hybrid work model will

become the new culture in companies ([Hernawan et al., 2023](#); [Rizkita et al., 2023](#); [Valentin et al., 2023](#)).

The hybrid model has high flexibility for employees, making it profitable. However, companies that apply the work method will face various challenges. For example, maintaining employee loyalty when employees are not physically present in the same work environment. Conversely, companies require employee loyalty to achieve optimal performance ([Juwita & Khalimah, 2021](#); [Mabhanda & Masukume, 2025](#); [Widyastuti, 2023](#)). According to [Madiistriyatno and Tunnufus \(2023\)](#), there are three dimensions of employee loyalty: affective commitment, normative commitment, and continuance commitment. One thing that companies must do when implementing hybrid work is to ensure a strong bond between employees while they work remotely. According to a previous study by [Febriantina et al. \(2025\)](#), employee engagement levels decline in companies that fail to effectively manage the transition to a hybrid model. If employees feel neglected in terms of communication, their loyalty will decrease. Therefore, [Laelawati \(2025\)](#) and [Yunaniah and Firmansyah \(2024\)](#) emphasizes that effective corporate communication can foster employee loyalty even when they are not working in the office. If the company implements a hybrid culture accompanied by effective communication, loyalty work which created by employees will increase ([Rahardjo, 2022](#)). In this case, employees feel a strong bond with the company ([Rosilawati et al., 2024](#)).

Another challenge is balancing flexibility with company control. This is because employees in a hybrid work model can set their own work hours. However, the company cannot physically control them, making it impossible to ensure that they optimally fulfill their responsibilities ([Saribanon et al., 2023](#); [Udodiugwu et al., 2024](#); [Yuliani, 2023](#)). According to [Fauzan and Suwarsi \(2023\)](#), for face challenge the need establish structure which clear so that employee still can carry out not quite enough answer they in a way. On the other hand, [Ramadhan and Rahmawati \(2024\)](#) found that employee loyalty will emerge when employees feel appreciated and supported by the company. The theory describes that although hybrid work culture is implemented in a company to thrive, it needs to provide strong support to its employees. Companies must pay attention to factors that support employees' work-life balance. This aligns with [Dewi et al. \(2024\)](#) and [Laelawati \(2025\)](#), which revealed that the existence of a hybrid work culture makes it difficult for employees to separate work time from their lives. Therefore, if a company successfully addresses these issues, it will increase employee loyalty.

PT Kayu Lapis Indonesia Sukorejo is a large-scale company that focuses on processing wood along with its derivatives. Company the has long standing and become something company with provider field work tall in Regency Kendal, Central Java. This company employs individuals from diverse educational backgrounds. Its work culture tends to be traditional and emphasizes family value. The company implemented a permanent hybrid culture after the pandemic. However, the implementation of this new culture has been less than optimal, as the bond between employees and the company has begun to weaken.

Based on the results of the pre-research, the researchers conducted interviews with 10 employees at *PT Kayu Lapis Indonesia Sukorejo*. The results of the interviews show that eight out of ten employees find it difficult to maintain work enthusiasm and commitment to the company. Employees feel less cared for by management, experience decreased social interaction with coworkers, and begin to lose their sense of direction in their work. This makes loyal employees leave, which impacts the company's performance and stability.

2. Literature Review

2.1 Hybrid Work Culture in Organizations

Hybrid work culture refers to the integration of remote and in-office work, creating flexibility for employees while maintaining operational efficiency. The shift toward hybrid models accelerated sharply after the COVID-19 pandemic and is likely to remain a key feature of modern work arrangements (Bloom et al., 2024; Evans, 2022). Hybrid structures aim to balance employee autonomy with organizational objectives, allowing workers to self-manage schedules while still collaborating effectively when needed. The success of hybrid work culture depends on organizational readiness, technology support, and managerial facilitation (Evans, 2022; Hirsch, 2021). Research shows that organizations with clearer hybrid policies, strong IT infrastructure, and leadership support achieve better employee adjustment and higher engagement (Parker et al., 2024). However, hybrid work also introduces challenges such as role ambiguity, reduced informal communication, and difficulty in sustaining culture across distributed teams if not intentionally addressed.

2.2 Employee Loyalty and Engagement

Employee loyalty is shaped by a combination of intrinsic and extrinsic factors, including psychological attachment, recognition, career development, compensation, and a supportive work environment (Kuvaas et al., 2024). In hybrid contexts, employee loyalty hinges on how well organizations maintain a sense of belonging and trust despite physical distance. Studies also highlight that job satisfaction functions as a mediator between work flexibility and loyalty outcomes. Employees who perceive autonomy and meaningful work report stronger emotional commitment and lower turnover intention (Cheng et al., 2024). Effective communication and organizational support remain key drivers of employee engagement and positively influence loyalty in hybrid work environments.

2.3 Challenges of Implementing Hybrid Work

Transitioning to hybrid systems presents practical and cultural challenges for organizations. Employees and managers often struggle with collaboration barriers, decreased spontaneous interactions, and inconsistency in how hybrid policies are enacted (Felstead & Henseke, 2024; Ichdan, 2024). Even when hybrid work increases autonomy, it can unintentionally disrupt teamwork and reduce shared identity if not carefully managed. Research underscores that hybrid work can dilute organizational culture unless there are deliberate efforts to preserve connection and cohesion across virtual and physical spaces (Hirsch, 2021). Structured communication channels, regular check-ins, and explicit culture building are necessary to maintain performance and loyalty (Allen et al., 2024; Hairul et al., 2024). Without these supports, hybrid environments may inadvertently weaken trust and commitment.

3. Methodology

This study used a qualitative approach with descriptive research. A qualitative approach was chosen because it allows researchers to understand social phenomena in a more detailed manner, deep through perspective subject which was researched. In addition, descriptive studies aim to systematically, factually, and accurately describe the characteristics, facts, and relationships between the phenomena being studied Sugiyono (2019). The data collection technique used is an in-depth interview, which is the process of extracting information directly from informants using open-ended questions so that the data obtained are exploratory and reflective (Moleong, 2017).

This study had five informants, two of whom were department employees, the administration and operational of 2 person supervisor and one manager. Election informants were selected using purposive sampling, a technique for determining informants based on specific considerations relevant to the research

objectives (Sugiyono, 2019). The criteria were having worked at the company for at least two years and having experience in a hybrid work system. This study used Miles and Huberman's model analysis, which consists of three main stages: data reduction, data presentation, and drawing conclusions or verification.

4. Results and Discussion

4.1 Employee Understanding of Hybrid Work Culture at PT Kayu Lapis Indonesia Sukorejo

The results show that employees' understanding of hybrid work culture at *PT Kayu Lapis Indonesia*, Sukorejo, is still limited to technical operational aspects. All informants understood that hybrid work is a work system that allows employees to work part of the day from home and part of the day from the office. However, this understanding does not fully reflect the cultural values that accompany this work model, such as independence, responsible flexibility, and effective digital communication skills.

Two employees from the administration and operations department revealed that the hybrid system is considered a setting time work which is more flexible. Dela Baqia as an administrative employee, said, "Usually we work three days a week, and we can work from home for two days, depending on the department's schedule and needs." Rifo Mahendra expressed the same sentiment as an operational employee: "I his work hybrid But more Lots at home, sometimes enter only 2 day just." Although employees respond positively to flexibility, they do not yet understand that hybrid work requires discipline, personal responsibility, and strong time management to maintain productivity.

In contrast, the two supervisors had a deeper understanding. According to Santoso, "Hybrid work is not just about workplace arrangements, but also demands the ability to work independently, guard communication with the team, and submit a report periodically without being constantly supervised." However, supervisors also believe that not all of their subordinates are culturally prepared for hybrid work, especially those accustomed to conventional work patterns and direct communication. Ferry Dwianto stated, "Hybrid work isn't about working from home. But also how we can have independence, which curates and still provides responsible answers to work, although no monitoring is direct because most employees are still not ready for that culture."

Kaskul Ahmanda as HR manager added that the biggest obstacle lies in the lack of provisioning employee to change culture organization which accompany hybrid policy. This is in accordance with his statement that "Employees sometimes feel if Work from House that's the time loose. The target is still road, and we need to report as well as initiate they without must be continuously monitored." This illustrates that employees' understanding of the hybrid work culture is still insufficient. In addition, the implementation of hybrid work culture was not done through lack of training and outreach, which has prevented the value of a hybrid culture from being clearly communicated to employees. In this regard, companies are still focused on technical and administrative arrangements regarding flexible work schedules for employees. This hinders employees' adaptation to new cultures.

Based on the results, it can be concluded that employees understand hybrid work culture functionally; however, the meaning of hybrid culture is not yet optimally understood. In this case, employees only understand the work schedule and location settings, but related attitude work aspects in hybrid culture are still not well understood. The existence of risky phenomena creates a mismatch between hope management and employee behavior in carrying out tasks (Surya et al., 2024).

In reality, the implementation of hybrid culture cannot only refer to its functional aspect. However, it must carry out internalization. The goal is for employees to see themselves as part of an autonomous system but remain connected, responsible, and bound to the collective goals of the company. Maisuro et al. (2024) and Robbins and Judge (2019) stated that the effectiveness of a work structure emerges

when accompanied by changes in organizational culture. If organizational culture is not fully understood, it can potentially create work dysfunction, team disharmony, and decreased employee loyalty.

PT Kayu Lapis Indonesia, Sukorejo, faces challenges in implementing hybrid work because they had previously implemented a traditional work culture. In this case, previous employees had more lots, which used to work in a way face advance. On moment company by implementing a hybrid work system, they can only implement it technically; however, employees do not yet understand the work values inherent in the new system. This leads to misconceptions, such as the idea that completing work from home is a relaxing experience. Furthermore, they assume that communication is not needed at the time they are currently working from home. The company has also not created information or a value system that can help employees understand the meaning of hybrid work, in which employees must work flexibly but also responsibly. Therefore, a lack of understanding among employees can reduce organizational performance and make the hybrid work system less effective in the long term.

4.2 Factors Which Influence Employee Loyalty at PT Kayu Lapis Indonesia Sukorejo

The results of the interview with the administration section, namely Dela Baqia, showed that there is one factor that influences employee loyalty, namely a comfortable work environment. According to him, if a company can create a comfortable and conducive work environment, employees will feel comfortable and be less inclined to look for other jobs. This aligns with the statement that "I've been comfortable so far because my colleagues support each other." This illustrates that a good work environment and good relationships between employees can make employees stay with the company longer. In contrast, Rifo Mahendra, an operational employee, said that his loyalty is shaped by a stable and timely salary payment. According to him, if the company is consistent in fulfilling employee rights, particularly regarding wages, then he will keep working at the company, although the burden of work is tall. This statement is in line with the theory of basic needs in work psychology [Robbins and Judge \(2019\)](#); employee loyalty can be formed by economic aspects.

As a Supervisor, Agung Santoso emphasized the importance of recognizing employee performance. He stated that if the company is able to provide appreciation to employees, employees will become loyal to the company. This appreciation can be verbal or in the form of an incentive. This aligns with his statement that "Employees are usually motivated because their hard work can be seen." This demonstrates that intrinsic factors can build emotional attachment to employees. In contrast to supervisor Lian, Ferry Dwianto believes that effective internal communication is the most important thing. In this case, employees feel appreciated when the company communicates its policies clearly and openly. On the contrary, if the company is not sufficiently transparent about its policies, it will create a sense of inadequacy among employees and lead to misunderstandings. In addition, communication also impacts employee satisfaction, which ultimately affects employee loyalty in the long term.

As an HR manager, Kaskul Ahmanda explained that a clear career path contributes to employee loyalty. He believes that employees with a clear career path will remain committed to their work and maintain a strong commitment to the company. He also noted that the failure to establish a clear career path can lead to high employee turnover. Therefore, companies must implement more optimal evaluation and promotion strategies.

Based on these findings, it can be concluded that loyalty cannot be formed independently but is caused by several factors, both intrinsic and extrinsic. Intrinsic aspects can take the form of feeling valued, believing in the company, work comfort and having a strong connection with the company. In contrast, extrinsic factors include compensation, stable work, and a clear career path, which ultimately encourage employees to be more committed to their work. Thus, loyal employees can be formed through the company's efforts to meet their personal and professional needs. Companies treat employees as workers, which is required by law. If their psychological needs are met, they will be more loyal to the company.

Furthermore, if the company can prioritize balancing these needs, employees will have high levels of commitment and retention. This illustrates that companies that want to create loyal employees can only focus on administrative matters to achieve this goal. Other initiatives include human resource development and the creation of inclusive work environments (Maisuro et al., 2024; Mulyanto et al., 2023). Furthermore, employee loyalty at PT Kayu Lapis Indonesia Sukorejo is a combination of a balanced management system and a positive work environment.

4.3 The Role of Hybrid Work Culture in Increasing Employee Loyalty at PT Kayu Lapis Indonesia Sukorejo

After the Covid-19 pandemic is over, companies in Indonesia will have a new work culture called hybrid work. This work culture is a system which combines work from home and office with the objective to create flexibility and productivity. One company that applies this culture is *PT Wood Layers Indonesia*, which initially owned a traditional work system but made an effort to operate in a limited scope. After conducting interviews with five informants who were employees of *PT Kayu Lapis Indonesia Sukorejo*, we learned about the role of hybrid culture in shaping loyalty. One of the administrative employees, Dela Baqia, said that the hybrid work system can balance work and personal life. He stated, “I feel more comfortable because I can work from home on certain days, so I don’t get too tired and can focus more.” This shows that flexibility, which offers a hybrid culture, has a positive impact on employees’ psychological well-being, which then shapes positive attitudes toward the company. When employees feel that their company provides space to manage their personal needs, they tend to have stronger emotional attachments.

In contrast, Rifo Mahendra from the operations department explained that even though he often works in the field, having the flexibility to set his working hours makes him feel appreciated. He said, “I sometimes work from home if there is a report which must be typed, and it makes me more comfortable.” From this statement, it can be concluded that feeling valued by the company is a crucial factor in building loyalty. A hybrid culture not only provides flexibility in terms of time but also demonstrates that the company recognizes employees’ contributions regardless of their work location.

Agung Santoso, a supervisor, believes that hybrid work reflects the company’s trust in its employees. He stated, “Oversight is indeed loose, but we remain accountable because we feel trusted.” Organizational trust, demonstrated through the freedom to work, contributes to employees’ affective commitment. When employees feel trusted, they tend to reciprocate with loyalty and dedication to their work. This demonstrates that a hybrid work culture can strengthen the psychological bond between a company and its employees. Ferry Dwianto, another supervisor, highlighted the importance of communication in the system. He stated, “We still have regular discussions via WhatsApp or Zoom, so we still feel connected.” Communication is key in maintaining proximity between employees and organizations. In hybrid work, maintaining active communication can prevent feelings of isolation and maintain engagement. When communication is effective, employee loyalty can be maintained, even when physical interaction is reduced.

Kaskul Ahmadda, the HR manager, emphasized that hybrid implementation in PT Kayu Lapis Indonesia Sukorejo is limited, but in a way, it gradually starts from a new work environment culture. He explained, “We recognize the importance of work-life balance, so although it’s not yet comprehensive, we’ve made hybrid work part of the organizational culture.” This shows that the company has already begun to internalize the value of flexibility and balance in the work system. If a company implements policies that prioritize employees, they tend to be loyal because they feel valued by the company.

Based on these findings, it can be concluded that hybrid culture offers several psychological and functional benefits to employees. First, this culture provides flexibility in terms of work time and location, thus reducing mental stress. Second, this culture allows employees to manage their work schedules. Third, the

company is perceived as providing employees with complete confidence in their ability to complete their work. All of these benefits can foster mutually beneficial work loyalty. Furthermore, hybrid work can make employees more responsible for their work. The study showed that employee productivity did not decrease after the implementation of hybrid work (Parker et al., 2024). However, the implementation of this new culture enabled employees to optimize their performance and prevented them from abusing the trust placed in them by the company. This illustrates that if a company successfully implements effective supervision and communication during the implementation of hybrid work, employees will tend to be loyal to the company (Bloom et al., 2024).

On one side, the formation of loyal employees depends on the work system itself and the implementation of the work culture. The implementation of hybrid work at PT Kayu Lapis Indonesia Sukorejo illustrates that implementing this culture does not have to be comprehensive but can begin with consistent efforts and policies that protect employee well-being. This stage can be a step for the company to build strong and long-term relationships with its employees. Thus, the hybrid work culture at PT Kayu Lapis Indonesia Sukorejo can contribute to creating employee loyalty. Flexibility, trust, and the opportunity to balance personal life with work tend to make employees loyal to their companies. Furthermore, these perceived benefits can create a positive work environment that is healthy and supportive. Thus, the existence of a culture of adaptive work that meets employee needs can make employees more committed to the company in the long term.

5. Conclusions

According to the existing research findings, it can be concluded that employees of PT Kayu Lapis Indonesia Sukorejo still have an operational understanding of hybrid work but are still not optimal in implementing the marks contained in the culture. Example mark: These include independence, responsibility, and effective digital communication. This phenomenon makes the implementation of a new culture less than optimal in the long term. Furthermore, employee loyalty can be shaped by several intrinsic and extrinsic factors, such as a comfortable work environment, financial stability and performance. This diauki, communication Which transparent as well as level career Which clear. The combination of these two factors increases employees' emotional and rational attachment to the company.

The culture of hybrid work in PT Wood Lpis Indonesia Sukorejo has not yet been implemented in an optimal way, but work practices can still foster employee loyalty. This is achieved by providing flexibility, trust, and policies that prioritize employees' interests. This culture can enhance the reciprocal relationship between the company and employees, foster a sense of belonging, and strengthen commitment to the organization. Therefore, the management of PT Kayu Lapis Indonesia Sukorejo is expected to implement a structured internal socialization and training strategy so that employees understand the value of hybrid working. Furthermore, the company is expected to establish consistent and transparent two-way communication so that the implemented policies are understandable. They were executed in an optimal manner. Companies Also need to combine the implementation of a hybrid culture with system award performance-based and structured career planning. The purpose is to ensure that employees remain loyal and can strong and sustainable connections with the company.

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Author Contributions

ND conceptualized the study, supervised data collection, and drafted the manuscript. MIR performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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