

Encouraging Employee Engagement: A Case Study of MCM Group's Hybrid Work Environment

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Abstract

Advancements of ICT and the Covid-19 pandemic have pushed the adoption of hybrid work among industries where hybrid work is feasible and helps organizations achieve optimal functioning. This work system has been said to help organizations spring back from the adverse effects of remote work. MCM Group, a holding company specializing in internet and advertising with 480 employees, has been utilizing a hybrid work system after working fully remote during the Covid-19 pandemic. This research aims to explore employee engagement (EE) dynamics in the context of hybrid working and factors of hybrid work that contribute to EE using the instrumental case study approach. Participants include representatives of C-Level, Head of HR, managers, officer-level employees, and a subject matter expert (SME) with interviews as the primary data source and recent EE survey (EES) results as a secondary data source. Open, axial, and selective coding are the methods used to analyze interview results, which are then triangulated with EES results. Results show that all elements of EE from Schaufeli et al. (2002) were found in MCM Group's hybrid way of working. Factors that contribute to them are flexibility, leadership, online engagement, offline engagement, and mixed (online & offline) engagement. It is also found as a novel finding that dedication is the aspect of EE that should be implemented more in



MCM Group's hybrid work environment. Therefore, future implementation of hybrid work is suggested to refer to this article while also considering its impact on the organization's EE. Recommendations for MCM Group is to link the results found in this study with organizational output, and for future studies to measure the importance of dedication as compared to other EE aspects.

Keyword: employee engagement, hybrid work, case study, hybrid implementation