

## Human Capital Analytics for Predicting Employee Turnover in Hybrid Work Environments

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### ABSTRACT

**Purpose:** This study aims to examine the role of human capital analytics in predicting employee turnover within hybrid work environments and to explore its implications for strategic human resource management.

**Subjects and Methods:** The research employs a systematic literature-based approach by synthesizing empirical and theoretical studies related to people analytics, predictive modeling, and hybrid work practices. Various sources are analyzed to identify key predictors of employee turnover and to evaluate the effectiveness of advanced analytical techniques in workforce management.

**Results:** The findings reveal that integrating multiple data sources such as performance metrics, employee engagement indicators, digital collaboration patterns, and employee experience measures significantly enhances the accuracy of turnover predictions compared to traditional descriptive approaches. Advanced techniques, including machine learning and multivariate analysis, enable organizations to uncover complex and non-linear relationships among workforce variables. Additionally, hybrid work environments introduce unique challenges, including digital fatigue, weakened interpersonal relationships, and blurred work-life boundaries, which contribute to higher turnover risks. These findings highlight the importance of adopting analytics-driven strategies to address emerging workforce dynamics.

**Conclusions:** In conclusion, human capital analytics serves as a powerful tool for predicting employee turnover and supporting proactive retention strategies. Its integration into HR practices enhances organizational agility, promotes data-driven decision-making, and strengthens long-term workforce sustainability in hybrid work settings.

### INTRODUCTION

Changes in global work patterns following the COVID-19 pandemic have accelerated the adoption of hybrid work models across various industry sectors. Hybrid work models, which combine remote and in-person work, offer flexibility for employees and operational efficiency for organizations. However, these benefits also present new challenges in human resource management, particularly related to employee retention. Distributed work environments make it more difficult for organizations to consistently monitor employee engagement, well-being, and performance, increasing the risk of turnover (Prayuda et al., 2025). High turnover rates not only result in significant recruitment and training costs but also result in the loss of organizational knowledge, decreased team productivity, and disrupted operational stability. Therefore, organizations need a more strategic, data-driven approach to anticipate potential turnover early.

Human capital analytics has emerged as a strategic approach that enables organizations to leverage workforce data to support more accurate decision-making. By integrating data from human resource information systems, performance appraisal platforms, employee surveys, and digital work activities, human capital analytics can uncover employee behavioral patterns and predict various employment outcomes, including turnover (Hossain et al., 2025). Unlike traditional HR management practices, which tend to be descriptive, analytics-based approaches emphasize predictive and prescriptive capabilities that can help managers design interventions before problems arise (Nasti & Lubis, 2025). In the hybrid work context, this predictive capability becomes even more important because indicators of engagement and job satisfaction are not always directly observable.

Employee turnover is a complex phenomenon influenced by various individual, organizational, and work environment factors. Previous research has shown that job satisfaction, organizational commitment, work-life balance, supervisor support, and career development opportunities are key determinants of turnover intention (Hanum & Wijayanto, 2025). In a hybrid work environment, additional factors such as digital fatigue, the quality of virtual communication, social isolation, and perceived work flexibility emerge, which also influence employees' decisions to stay or leave the organization (Kumar et al., 2026). The interaction between these traditional and new factors creates more complex turnover dynamics and demands the use of more sophisticated analytical methods.

Theoretically, the use of human capital analytics in predicting turnover aligns with social exchange theory and job embeddedness theory. Social exchange theory explains that an employee's decision to stay or leave an organization is influenced by the perceived reciprocity between contributions made and support received from the organization (Sumbogo, 2025). In a hybrid work context, perceptions of organizational support can be influenced by flexibility policies, access to technology, and the quality of managerial communication. Meanwhile, job embeddedness theory emphasizes the importance of employee attachment to the organization through the dimensions of social relationships, value congruence, and the sacrifices made when leaving a job (Kamal, 2025). Integrating these concepts into an analytical model allows organizations to understand the psychological mechanisms underlying turnover behavior.

Despite the enormous potential of human capital analytics, its implementation still faces various challenges, such as inconsistent data quality, limited analytical capabilities, and ethical and employee privacy issues (Alyahra & Fikri, 2025). Furthermore, most previous research has focused on conventional work contexts, resulting in relatively limited understanding of the application of analytics in hybrid environments. Hybrid work environments generate new data sources, including digital collaboration metrics and remote performance indicators, which require careful integration and interpretation. Therefore, further research is needed to ensure that the developed predictive models are not only technically accurate, but also practically relevant and ethically responsible.

This study aims to analyze the role of human capital analytics in predicting employee turnover in hybrid work environments. By identifying key variables and data patterns that contribute to turnover risk, this study is expected to provide both theoretical and practical contributions. Theoretically, this study expands the study of turnover by integrating analytical approaches and flexible work dynamics. Practically, the research findings are expected to help HR managers design data-driven retention strategies, improve workforce planning, and create a more adaptive and sustainable work experience for employees. Therefore, this research is expected to provide an empirical basis for modern organizations in building more proactive human resource management systems, responsive to changes in the work environment, and aligned with long-term organizational sustainability goals amidst the dynamics of digital transformation and increasingly competitive global competition, oriented toward continuous innovation and collective shared future organizational value.

## **METHODOLOGY**

### **Research Design and Approach**

This study adopts a qualitative approach using a literature review method. The purpose of this approach is to identify, evaluate, and synthesize existing academic studies related to human capital analytics, employee turnover prediction, and hybrid work environments. A literature review is considered appropriate because it enables a comprehensive understanding of theoretical frameworks, analytical models, and empirical findings that have been developed in previous research. In addition, this method helps identify research gaps and emerging trends that can inform future empirical investigations and conceptual model development.

### **Data Sources and Literature Search Strategy**

The data sources for this study consist of peer-reviewed journal articles, international conference proceedings, academic books, and institutional reports relevant to the research topic. Literature searches were conducted using academic databases such as Scopus, Web of Science, Google Scholar, and ScienceDirect. Keywords used in the search process included “human capital analytics,” “employee turnover prediction,” “people analytics,” “hybrid work environment,” and “remote work retention.” Boolean operators and keyword combinations were applied to refine the search results and ensure the inclusion of the most relevant and up-to-date studies.

### **Inclusion and Exclusion Criteria**

To ensure the quality and relevance of the reviewed literature, specific inclusion and exclusion criteria were established. The inclusion criteria consisted of publications released within the last ten years, studies focusing on workforce analytics, employee turnover, or hybrid work settings, and sources published in reputable outlets with peer-review processes. Exclusion criteria included studies that were not directly related to the main research theme, publications with weak methodological rigor, and sources lacking sufficient empirical or conceptual contributions. The selection process was conducted systematically by screening titles, abstracts, and full-text articles.

### **Data Collection and Organization**

Data collection involved downloading and organizing selected articles in digital format. Each article was coded based on key themes, research variables, methodological approaches, and major findings. This coding process facilitated the organization of information and enabled efficient comparison across different studies. The collected data were then categorized into thematic groups to support a structured synthesis of the literature.

### **Data Analysis Technique**

The data analysis was conducted using a thematic analysis approach. This technique involved identifying recurring patterns, concepts, and relationships across the reviewed studies. Descriptive analysis was used to summarize general trends, such as commonly examined variables and frequently applied analytical methods. Interpretative analysis was then applied to integrate the findings with relevant theoretical perspectives, including social exchange theory and job embeddedness theory. This combined analytical approach allowed for a deeper understanding of how human capital analytics contributes to predicting employee turnover in hybrid work environments.

### **Validity and Reliability**

To enhance the validity and reliability of the findings, source triangulation was applied by comparing results from multiple studies across different organizational contexts and research settings. Additionally, the use of reputable academic databases and peer-reviewed publications ensured the credibility of the data. The documentation of the literature selection and analysis process was conducted systematically to minimize researcher bias and improve the transparency and replicability of the study.

## **RESULTS AND DISCUSSION**

### **Identifying Key Factors Predicting Turnover**

Job satisfaction is one of the most consistent predictors of turnover in the human resources literature. Biggane et al. (2017) explain that job dissatisfaction triggers a cognitive evaluation process that encourages employees to consider job alternatives and ultimately make the decision to leave the

organization. Low levels of job satisfaction have a significant positive correlation with turnover intention. In a hybrid work context, job satisfaction is influenced by additional factors such as the quality of the digital work experience, role clarity, and the effectiveness of virtual communication. Limited social interaction and unclear job expectations in a hybrid system can reduce job satisfaction and increase employees' tendency to leave the organization.

Workload and job stress are also identified as important predictors in turnover models. Based on the job demands-resources theory framework, high job demands not matched by adequate resources can increase emotional exhaustion and burnout (Siburian et al., 2026). In a hybrid work environment, job demands are often amplified by the intense use of communication technology and increasingly blurred work boundaries. Research by Suryawijaya & Putri (2025) shows that digital fatigue due to excessive online meetings and demands for rapid responses significantly contribute to increased work stress. This situation increases the risk of turnover because employees tend to seek work environments that offer a better work-life balance.

Organizational support and leadership quality also play a strategic role in predicting employee turnover. Social exchange theory, proposed by Ahmad (2018), explains that working relationships are based on the principle of reciprocity between employee contributions and support provided by the organization. High perceptions of organizational support are negatively correlated with turnover intention because employees feel valued and cared for. In a hybrid work system, the role of leaders becomes even more crucial because limited physical interaction can weaken emotional bonds. Adaptive and communicative leadership can increase employee trust and commitment in a remote work environment.

Work engagement and job embeddedness also emerge as significant predictors of turnover. Job embeddedness encompasses the dimensions of links, fit, and sacrifice, which determine how strongly an employee is attached to the organization. High levels of job embeddedness significantly reduce the likelihood of employees leaving, even when job satisfaction is at a moderate level (Dewi, 2025). In a hybrid context, limited face-to-face social interaction can weaken the links and fit dimensions, thereby increasing the risk of turnover. This suggests that social relationships and alignment with organizational values remain crucial components of workforce stability.

Career development and professional learning opportunities also serve as key predictors of turnover. Individuals tend to seek work environments that support competency growth and professional advancement. Perceptions of limited career opportunities increase employee turnover intentions, especially among productive age groups. In a hybrid work environment, career development challenges are further complicated by limited access to direct mentoring and informal interactions with leadership. Organizations that do not provide digital training programs and clear career paths are likely to experience higher turnover rates in flexible work systems.

### **Improving Prediction Accuracy Through HR Analytics**

The application of human capital analytics has been shown to improve the accuracy of employee turnover predictions compared to traditional approaches based on descriptive reports. The use of people analytics allows organizations to integrate various HR data sources, such as performance data, absences, engagement survey results, and digital work activities, resulting in a more comprehensive predictive model (Zebua et al., 2025). This approach enables the identification of employee behavioral patterns that cannot be detected through conventional methods. By utilizing statistical and machine learning techniques, organizations can estimate turnover probabilities more precisely and based on empirical evidence.

Research conducted by Gea et al. (2025) shows that organizations that adopt data-driven HR analytics experience significant improvements in the quality of strategic decision-making related to talent management. Predictive models using logistic regression, decision trees, and random forests are able to classify employees based on turnover risk levels with a higher degree of accuracy than manual reporting systems. Furthermore, this approach enables organizations to prioritize retention interventions for strategically valuable employee groups, resulting in more efficient and targeted resource utilization.

In the context of hybrid work, increased predictive accuracy is also supported by the use of digital data generated from remote work systems. The integration of digital collaboration data, such as the frequency of online interactions, team communication patterns, and the use of virtual work platforms, provides additional insights into employee engagement levels and work dynamics (Majumder & Kunte, 2022; Asimakopoulos et al., 2025). This data enriches predictive models with actual behavioral indicators that reflect daily work activities. Thus, HR analytics relies not only on historical data but also captures behavioral changes in real time.

Research conducted by Maehendrayuga & Setyanto (2024) shows that the application of machine learning algorithms to turnover prediction yields a higher level of accuracy than traditional statistical methods. Models such as support vector machines and artificial neural networks have been shown to identify non-linear relationships between HR variables, which are often difficult to capture with linear models. This approach enables organizations to understand the complexity of factors influencing turnover in a dynamic, multivariate, hybrid work environment.

In addition to improving technical accuracy, the use of human capital analytics also improves the timeliness of turnover risk detection. According to Ravesangar & Narayanan (2024), predictive analytics systems enable organizations to continuously monitor key HR performance indicators and provide early warnings of potential retention issues. With this early warning system, HR managers can take preventive interventions, such as adjusting workloads, improving communication, or providing career development support, before employees actually decide to leave the organization.

### **The Role of Hybrid Work Environments in Turnover Dynamics**

The hybrid work environment has changed work interaction patterns and the dynamics of employee-organization relationships, directly impacting turnover behavior. According to Ishak et al. (2025), the shift toward flexible work systems has created a more distributed work structure, reducing the intensity of face-to-face interactions and increasing reliance on digital technology. These changes impact how employees build social bonds and organizational identity. Limited informal communication in a virtual work environment can weaken the sense of community and team solidarity, ultimately increasing the risk of turnover, especially among new employees and individuals with high social needs.

Work flexibility, a key characteristic of hybrid systems, also has a dual influence on turnover dynamics. On the one hand, flexibility provides employees with greater autonomy in managing their work time and location, contributing to increased job satisfaction and work-life balance. On the other hand, poorly managed flexibility can lead to unclear boundaries between work and personal life, increasing burnout and psychological stress. Research by Kusumawati (2025) found that hybrid employees who lack clear work boundaries are more susceptible to burnout, which is significantly correlated with increased turnover intentions.

The quality of digital communication and team coordination are also important factors in turnover dynamics in hybrid work environments. According to Ratnaduhita et al. (2025), the effectiveness of virtual communication affects role clarity, trust among team members, and the quality of decision-making. Employees who experience communication barriers, such as delayed responses, miscommunication, or limited access to information, tend to feel less supported by the organization. This situation reinforces perceptions of work isolation and decreases organizational commitment, ultimately increasing the likelihood of turnover.

Another aspect influencing turnover dynamics is changes in supervision and performance management patterns in hybrid work systems. Reduced direct supervision encourages organizations to adopt technology-based monitoring systems and output-based performance measurement. While this approach can increase efficiency, excessive use of digital monitoring systems has the potential to create perceptions of excessive control and reduce employee autonomy. These perceptions can trigger job dissatisfaction and decrease trust in management, further contributing to an increased risk of turnover.

In addition to structural and technological factors, psychological factors also play a significant role in turnover dynamics in hybrid work environments. Prolonged remote work can increase feelings of social isolation and diminish employee emotional well-being if not balanced with adequate social

support (Pradana & Putri, 2025). This sense of isolation impacts work engagement and organizational loyalty, especially for employees who are used to working in a collaborative, face-to-face environment. Over the long term, this can alter employees' perceptions of the organization's values and reinforce their decision to seek alternative work environments that offer more intense social interaction.

### **Implikasi Strategis terhadap Kebijakan Retensi SDM**

The use of human capital analytics in human resource management has significant strategic implications for the formulation of employee retention policies. According to Rineliana et al. (2026), an analytical approach enables organizations to shift retention strategies from reactive to proactive by identifying employees at high risk of turnover before the decision to leave occurs. By leveraging historical data and work behavior indicators, HR managers can design more targeted interventions, such as adjusting workloads, providing psychological support, or increasing career development opportunities for vulnerable employee groups. This approach increases the effectiveness of retention policies because it is based on empirical evidence and no longer relies solely on managerial assumptions.

HR analytics also enables organizations to implement more personalized and adaptive retention strategies. Data-driven workforce segmentation allows companies to group employees based on turnover risk characteristics, strategic value, and development needs. With this segmentation, organizations can tailor retention programs to employee profiles, such as providing additional work flexibility for specific groups or providing intensive mentoring programs for high-potential talent. This personalized approach has proven more effective in increasing employee loyalty than general, uniform retention policies.

In the context of a hybrid work environment, the strategic implications of HR analytics are also evident in the development of work flexibility and work-life balance policies. Research by Abdi et al. (2025) shows that systematically designed flexibility policies can increase job satisfaction and reduce turnover rates. Through HR analytics, organizations can evaluate employee work patterns, productivity levels, and remote work preferences to design optimal hybrid work arrangements. This data helps management determine the most effective proportion of remote work to in-person work for various work units and job types.

Another implication of implementing HR analytics is improving the quality of strategic decision-making related to talent development. According to Agrameri et al. (2025), the use of predictive data enables organizations to more accurately identify competency gaps and training needs. With this information, employee development policies can be aligned with the organization's long-term goals and labor market needs. Data-driven training programs also increase internal promotion opportunities, which in turn strengthens organizational commitment and reduces the tendency for employees to seek career opportunities outside the company.

The use of human capital analytics in retention policies also has implications for organizational governance and ethical aspects. Transparency in the use of employee data and privacy protection are crucial factors in building trust in analytics systems (Nugroho & Gunawan, 2024). Organizations that implement clear data governance policies, including data usage limits and mechanisms for protecting personal information, tend to achieve higher employee acceptance. This trust contributes to increased employee engagement and strengthens long-term relationships between employees and the organization in an increasingly technology-driven, hybrid work environment.

### **Discussion**

Job satisfaction, employee engagement, digital workload, organizational support, and career development opportunities play a crucial role in shaping turnover dynamics in a hybrid work environment. These factors not only influence employees' perceptions of their work but also shape their evaluations of the quality of their working relationship with the organization. In a hybrid work system, job satisfaction is no longer solely determined by compensation or the physical conditions of the workplace, but also by the digital work experience, the quality of virtual communication, and the employee's perceived level of flexibility. This complexity suggests that the decision to stay or leave an organization is a result of the interaction between psychological factors, technology, and

organizational policies. The role of digital workload and job burnout demonstrates the changing characteristics of job demands in the flexible work era. The intense use of communication technology, the demand for rapid response, and the limited boundaries between work and personal life create new work pressures that have the potential to increase stress and mental exhaustion. When digital demands are not balanced with adequate supporting resources, such as job autonomy, managerial support, and well-being policies, employees tend to experience decreased motivation and a decreased work-life balance. This situation encourages employees to consider alternative employment options that offer a healthier and more sustainable work environment.

The application of human capital analytics in turnover prediction reflects a transformation in human resource management approaches toward a more data- and analytics-driven system. The integration of various data sources, such as performance, work engagement, and digital collaboration activities, enables organizations to identify employee behavioral patterns more accurately and comprehensively. This approach helps management understand workforce dynamics in real time and design more targeted intervention strategies. In addition to improving decision-making accuracy, the use of analytics also strengthens the organization's ability to proactively manage turnover risk. Hybrid work environments also impact employee engagement patterns. While flexible work offers benefits such as increased autonomy and work-life balance, they also potentially weaken social interactions and informal relationships among coworkers.

Limited face-to-face interactions can diminish a sense of community and organizational identity, especially for new employees or individuals who rely on social support for work. Therefore, organizations need to strategically manage the social dimension of work to ensure that flexibility does not compromise employee engagement and loyalty. Strategic implications for HR retention policies demonstrate that an analytics-based approach enables organizations to develop more adaptive and personalized policies. Workforce segmentation based on risk characteristics and development needs provides the basis for designing more specific retention programs, such as tailored work patterns, career development, and wellness programs. This approach also promotes alignment between HR policies and organizational goals, while increasing transparency and accountability in managerial decision-making. In a hybrid work context, flexible, data-driven retention strategies are key to maintaining workforce stability and sustainability.

## **CONCLUSION**

This study emphasizes that the integration of human capital analytics with hybrid work management provides substantial value for organizations seeking to reduce employee turnover and strengthen workforce sustainability. The findings demonstrate that data-driven insights enable organizations to better understand behavioral patterns, engagement dynamics, and performance indicators that influence employees' decisions to stay or leave. By leveraging predictive analytics, organizations can shift from reactive retention practices toward proactive and preventive strategies that address potential risks before they escalate. Moreover, the hybrid work environment introduces new opportunities for flexibility and autonomy, but also creates challenges related to digital fatigue, social isolation, and coordination complexity, which must be carefully managed through adaptive policies and supportive leadership practices. The strategic use of analytics supports more personalized interventions, allowing managers to design retention programs that align with individual employee needs, career aspirations, and work-life balance expectations. At the organizational level, the alignment between analytics-driven insights and human resource strategies enhances decision accuracy, resource efficiency, and long-term competitiveness. This approach also contributes to the development of a more resilient organizational culture that values transparency, evidence-based management, and continuous improvement. Furthermore, the adoption of human capital analytics encourages a broader transformation in human resource management by promoting cross-functional collaboration between HR professionals, data analysts, and business leaders. Such collaboration strengthens organizational learning and fosters innovation in talent management practices. Ultimately, the combination of predictive analytics and well-managed hybrid work systems offers a strategic pathway for organizations to maintain employee engagement, improve retention outcomes, and achieve sustainable performance in an increasingly digital and flexible work landscape. By embedding analytics into core HR processes and continuously evaluating workforce

trends, organizations can build a more adaptive, inclusive, and future-ready workforce that is capable of responding effectively to ongoing changes in the global labor market.

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