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The Impact of Hybrid Working in the Post-Pandemic Covid19 on Employee Job Satisfaction through Work-Life Balance and Workload in Indonesia Leading Heavy Equipment Company

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Abstract

The Covid-19 pandemic disrupts many aspects of life. Over the last few years, our behavior has needed to adapt to a new normal. One of the most observable changes due to the COVID-19 pandemic is the implementation of teleworking or a work from home policy. Many companies take the initiative of workplace alignment with new hybrid working methods to face post-pandemic Covid19 to stay productive and relevant to a business challenge. The purpose of this study was to fill the gaps by investigating several potential predictors of job satisfaction during hybrid working implementation in the post-pandemic COVID-19, such as work-life balance and workload. Using quantitative explanatory research methodology, 138 employees from Indonesia's leading heavy equipment company experiencing hybrid working participated. The responses were analyzed using Smart-PLS software to create the Structural Equation Model (SEM). The study revealed that hybrid working has a significant effect directly on work-life balance and workload. It also indirectly affects job satisfaction through work-life balance (full mediation). On the other hand, hybrid working does not directly and insignificantly affect job satisfaction as well as workloads that cannot mediate hybrid working on job satisfaction (no mediation). In the post-pandemic period, hybrid working as a new way of working can maintain employee job satisfaction in the current work environment. In response to future business challenges, hybrid working may be a viable alternative for boosting organizational productivity.

Keywords
hybrid working; job satisfaction; work-life balance; workload; covid19; post-pandemic

I. Introduction

The Covid-19 pandemic disrupts many aspects of short-term, medium-term, and long-term daily life. Over the last few years, our behavior has needed to adapt to new normal. Indicators of micro and macroeconomics have become very complex due to the mandatory implementation of health epidemic protocols.

The year 2020 will leave an indelible impression on the appearance and atmosphere of work. Regardless of the extent to which Covid-19 damaged an industry's or organization's ability to operate, the epidemic opened the eyes of many enterprises to the potential of new ways of working, including flexible working, telemedicine, skills-based talent models, and digital transformation. According to research, adopting innovative work methods, such as

Hybrid working (Onsite and Remote Working), is a key priority for businesses during the epidemic (AmCham-ERIA Survey, 2021).

The widespread adoption of teleworking, telecommuting, or a work-from-home policy is one of the most observable effects of the COVID-19 pandemic (Kramer and Kramer, 2020). Sihombing (2020) state that Covid-19 pandemic caused everyone to behave beyond normal limits as usual. The outbreak of this virus has an impact especially on the economy of a nation and Globally (Ningrum, 2020). The problems posed by the Covid-19 pandemic which have become a global problem have the potential to trigger a new social order or reconstruction (Bara, 2021). The implementation of this policy is likely to continue in the post-pandemic period because it has been proven in several conditions to maintain organizational productivity and effectiveness (Dowling et al., 2022).

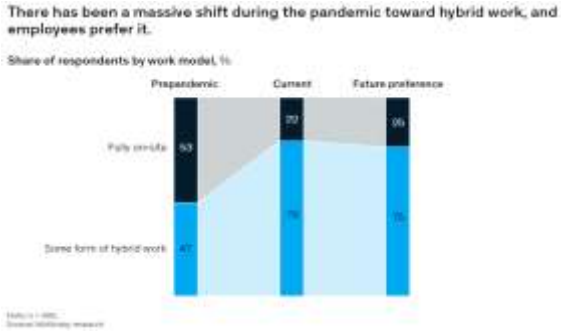

Figure 1. *Post-pandemic Working Model Preference, Mckinsey, April 2022*

More than 70% of men and women (see figure 1) preferred hybrid work (Onsite and Remote). Of those who prefer hybrid work, 71% say they are likely to look for other opportunities if it is not available where they work now (Dowling et al., 2022). This fact is something that every company should consider to be able to formulate a strategy for implementing work methods for the future because the situation will not return to the way it was before the pandemic struck.

United Tractors is one of the companies in Indonesia that implemented the work from home policy to cope with business challenges during the pandemic. The previous research shows that the policy implementation in United Tractors helps companies survive and positively correlates with organization effectiveness and productivity (Sarwono, 2021) during the pandemic. To stay relevant to the business challenge, United Tractors has taken the initiative of workplace alignment with hybrid working methods to face post-pandemic Covid19 as their People Strategy.

On the other hand, United Tractors Turn over Trend's result tends to increase in 2021 and is projected to be more in 2022 (see figure 2). From the analysis of exit interview data, this condition occurs due to employees' decreased job satisfaction during the pandemic, which is one of the reasons why they resign.

Figure 2. *Employee Turn-Over Trends, United Tractors, 2014-2022 (proj.)*

This condition raises management concerns that implementing a hybrid working method in the post-pandemic era will later cause problems with job satisfaction, leading to an increase in turnover.

II. Review of Literature

2.1 Hybrid Working Method

A blended system is another name for a hybrid system. It typically occurs when there is a need to balance two types of requests to avoid conflict. The hybrid working system guarantees the organization's enjoyment of the remote working system's various advantages (Trede et al., 2019).

2.2 Work-Life Balance

Work-Life Balance (WLB) is defined by (Dundas, 2008) as the appropriate management of paid work and other critical activities such as family, community, volunteer work, personal development, and recreation and recreation. WLB refers to a balance between work, family, and individual responsibilities that acknowledges the obligation of individuals to fulfill their personal and professional tasks while also fulfilling their responsibilities as a spouse, parent, or caregiver.

2.3 Workload

One of the signs of employee work stress is the workload. Employees are reported to experience mental stress due to the intensity of their work duties (Saad and Shah, 2011). Work overload is supposed to happen when a person is assigned several duties beyond their capacity (Elloy and Smith, 2003). This includes both quantitative and qualitative overload: Unlike quantitative overload, which occurs when there are too many tasks to complete, qualitative overload occurs when the Workload is too challenging to manage.

2.4 Job Satisfaction

Job satisfaction is how someone feels about their job (Spector, 1985). These emotions are related to a person's contentment or dissatisfaction with their work. A person might say, "I am pleased with my employment," when several psychological, physiological, and environmental aspects come together (Hoppock, 1935). People who are highly content with their jobs exhibit a good attitude toward their work, whereas those who are unsatisfied with their jobs exhibit a negative attitude.

2.5 State of The Art

The literature presented earlier mainly provides an overview to the reader about how applying the hybrid working, especially the WFH method as one of the strategies implemented by many companies during the pandemic, can be a solution to maintain organizational effectiveness and productivity.

2.6 Hypothesis

Based on the findings of a literature analysis about hybrid working, work-life balance, workload, and job satisfaction, the researcher can suggest the following hypothesis::

- H1: Hybrid working has positively influenced the job satisfaction
- H2: Hybrid working has positively influenced the work-life balance
- H3: Hybrid working has positively influenced the workload
- H4: Work-life balance has positively influenced the job satisfaction
- H5: The Workload has negatively influenced the job satisfaction

- H6: Work-life balance will positively mediate the role of Hybrid working in predicting job satisfaction
- H7: The Workload will positively mediate the role of Hybrid working in predicting job satisfaction

III. Research Methods

3.1 Research Model

This study employs a quantitative, explanatory research methodology. Explanatory research determines how hypotheses on the causal relationship between study variables are examined. This study investigated the association between hybrid working, work-life balance, workload, and job satisfaction.

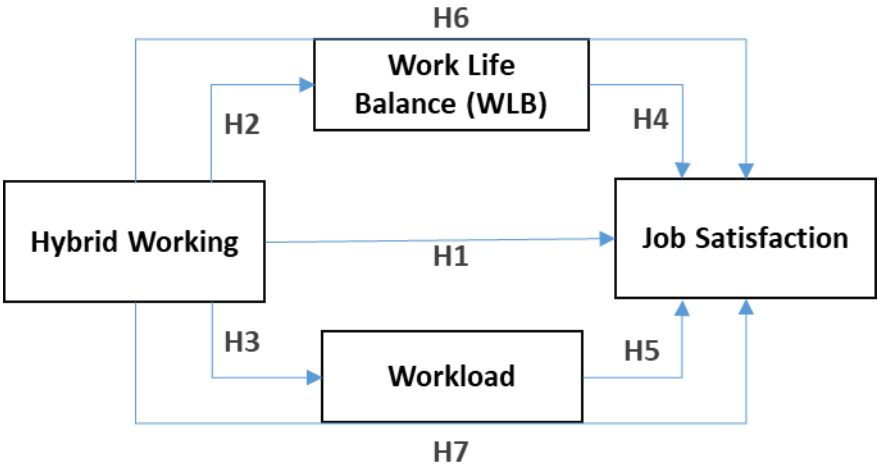

Figure 3. *Research Model*

3.2 Research Design

This study employs a hypothesis testing research design. Hypothesis testing is a method for determining if the outcomes of a research study support a given population-applicable hypothesis. Hypothesis testing employs sample data to examine a population-based hypothesis. A hypothesis test evaluates how odd a result is, whether it can be explained by random variation or whether it is too extreme to be termed random variation.

IV. Discussion

4.1 Results

a. Data Collection Result

A total of 138 participants took part in this research.. With regards to hybrid working, all of the respondents had been doing so since the pandemic arose in 2020. The participants were from the Head Office area. Concerning job position, the majority of respondents expressed their position as Associate / Team Member (48.55%), Manager/Department Head (16.67%), and Team Leader (16,67%). The demographic characteristics are summarized in Table 1.

Table 1. The demographic Characteristics of the Participants

Particulars	Items	Frequency (n = 138)	Percentage
Age (years)	≤ 30	23	16.67%
	31- 35	43	31.16%
	36 - 40	25	18.12%
	41 - 45	19	13.77%
	46 - 50	13	9.42%
	51 - 55	15	10.87%
Position	Division Head/Function Head	2	1.45%
	Departmen Head	23	16.67%
	Team Leader	23	16.67%
	Associate / Staff / Officer / Team Member	67	48.55%
	Salesman (BC/ASC)	6	4.35%
	Engineer & Mechanic	17	12.32%

Table 2. Descriptive Statistics Result on Variable

Indicators	Code	Mean	Median	Min	Max	Std Dev.	Excess Kurtosis	Skew-ness	Number of Obsrv.
Trust	HWO-1	4.482	4.500	1.000	5.000	0.682	4.658	-1.821	138
Communication	HWO-2	4.413	4.500	1.500	5.000	0.662	2.578	-1.343	138
Awareness	HWO-3	4.348	4.500	2.000	5.000	0.685	0.766	-0.972	138
Technological Skills	HWO-4	4.471	4.500	1.500	5.000	0.625	4.051	-1.578	138
Creativity and Critical Thinking	HWO-5	4.424	4.500	1.500	5.000	0.593	4.594	-1.444	138
Time Management	HWO-6	4.304	4.500	1.500	5.000	0.716	2.612	-1.337	138
Benefit	JSA-1	3.373	3.300	1.000	5.000	0.767	0.416	0.101	138
Communication	JSA-2	3.908	4.000	1.500	5.000	0.733	0.369	-0.549	138
Cont.Rewards	JSA-3	3.726	3.800	1.000	5.000	0.669	1.398	-0.530	138
Coworkers	JSA-4	3.958	4.000	2.000	5.000	0.579	0.115	-0.277	138
Nature of work	JSA-5	4.098	4.000	2.300	5.000	0.613	-0.552	-0.255	138
Operating Procedure	JSA-6	3.384	4.000	1.000	5.000	0.958	-0.321	-0.389	138
Pay	JSA-7	3.406	3.000	1.000	5.000	0.873	0.403	-0.301	138
Promotion	JSA-8	3.391	3.000	1.000	5.000	0.920	0.251	-0.296	138
Supervision	JSA-9	4.007	4.000	1.000	5.000	0.812	0.605	-0.670	138
Work Interference With Personal Life (WIPL)	WLB-1	4.051	4.000	1.000	5.000	0.792	0.560	-0.621	138
Personal Life Interference With Work (PLIW)	WLB-2	4.391	4.000	1.000	5.000	0.686	3.795	-1.373	138
Work/Personal Life Enhancement (WPLE)	WLB-3	4.014	4.000	2.000	5.000	0.691	0.321	-0.418	138
Workload	WLO	4.297	4.000	2.000	5.000	0.557	0.939	-0.288	138

From the results of the descriptive statistical analysis in Table 2, it was found that the Std. Deviation < Mean for all variables. This indicates that all variables are homogeneous.

b. Structural Equation Model (SEM) Analysis

1. Evaluation of the Measurement Model

Table 3. Result Summary for Reflective Measurement Models

Latent Variables	Indicators	Internal Consistency Reliability		Convergent Validity		Discriminant Validity
		Composite Reliability	Cronbach Alpha	Loadings	AVE	
		0.6 - 0.9	0.0 - 1.0	> 0.7	> 0.5	HTMT confidence interval doesn't include 1
Hybrid Working	HWO-1	0.943	0.928	0.864	0.735	YES
	HWO-2			0.901		
	HWO-3			0.829		
	HWO-4			0.786		
	HWO-5			0.862		
	HWO-6			0.896		
Job Satisfaction	JSA-1	0.906	0.883	0.736	0.524	YES
	JSA-2			0.776		
	JSA-3			0.808		
	JSA-4			0.781		
	JSA-5			0.744		
	JSA-6			0.391		
	JSA-7			0.752		
	JSA-8			0.674		
	JSA-9			0.766		
Work-life Balance	WLB-1	0.771	0.556	0.776	0.529	YES
	WLB-2			0.702		
	WLB-3			0.702		
Workload	WLO	0.900	1.000	1.000	1.000	YES

We can see that the Cronbach's Alpha for HWO (0.928), JSA (0.883), and WLO (1,00) are above 0.7 except for WLB (0.556). **All of the criteria are between 0 and 1, so we can conclude that the result is reliable.**

Most of the indicators have high outer loading (> 0.708) except for indicators JSA-6 (0.391) and JSA-8 (0.674). The AVE values of all construct are above the minimum level of 0.5. Thus **the measures of the four reflective constructs have high levels of convergent validity.**

As we can see, all of the outer loading indicators on the associated constructs are greater than any of its cross-loading (correlation) on other constructs. **It shows that discriminant validity has been established.**

2. Evaluation of Structural Model

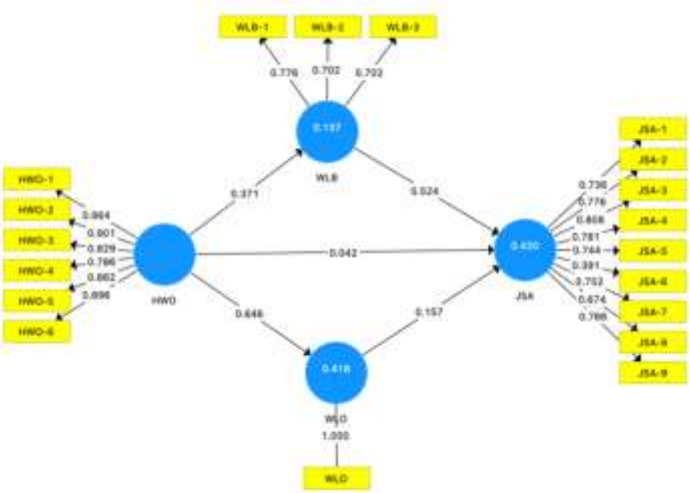

Figure 4. *Path Coefficient*

From the calculation, we found that the value of the path coefficient is between -1 and +1. Because the value is close to +1, we can conclude that there are strong positive relationships and statistically significant. We also can see that the most critical driver for Job satisfaction is Workload (0.646).

Table 4. Path Coefficients Analysis

	T Statistics (|O/STDEV|)	Critical Value	Statistically Significance ?	P Values	Critical Value	Statistically Significance ?
Hybrid Working -> Job Satisfaction	0,528	1,96	No	0,598	0,05	No
Hybrid Working -> Work-life Balance	4,549	1,96	Yes	0,000	0,05	Yes
Hybrid Working -> Workload	9,364	1,96	Yes	0,000	0,05	Yes
Work-life Balance -> Job Satisfaction	6,728	1,96	Yes	0,000	0,05	Yes
Workload -> Job Satisfaction	1,339	1,96	No	0,181	0,05	No

Most of the path are significant **except** for Hybrid Working → Job Satisfaction and Workload → Job Satisfaction.

Table 5. Confidence Intervals

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
Hybrid Working -> Job Satisfaction	0,042	0,040	-0,098	0,199
Hybrid Working -> Work-life Balance	0,371	0,376	0,210	0,524
Hybrid Working -> Workload	0,646	0,638	0,490	0,763
Work-life Balance -> Job Satisfaction	0,524	0,531	0,375	0,680
Workload -> Job Satisfaction	0,157	0,162	-0,081	0,379

Looking at the significance level for a probability error (significant level of 5%), we found that **all of them are significant because zero does not fall within the confidence interval,** although the P value is 0 (P=0,000).

3. Mediating Variable Analysis

Table 6. Direct Effect Analysis

Hyp.	Relationship	Original Sample (O)	95% Confidence Interval of the Direct Effect		T Statistics (|O/STDEV|)	P Values	Criteria	Result
			2.5%	97.5%				
H1	Hybrid Working -> Job Satisfaction	0.042	-0.095	0.220	0.528	0.598	INSIGNIFICANT	H1 DECLINE
H2	Hybrid Working -> Work-life Balance	0.371	0.190	0.514	4.549	0.000	SIGNIFICANT	H2 ACCEPTED
H3	Hybrid Working -> Workload	0.646	0.508	0.775	9.364	0.000	SIGNIFICANT	H3 ACCEPTED
H4	Work-life Balance -> Job Satisfaction	0.524	0.348	0.658	6.728	0.000	SIGNIFICANT	H4 ACCEPTED
H5	Workload -> Job Satisfaction	0.157	-0.113	0.372	1.339	0.181	INSIGNIFICANT	H5 DECLINE

- The direct relationship between Hybrid Working → Job Satisfaction and between Workload → Job Satisfaction are weak and statistically not significant.
- The direct relationship are strong and statistically significant with Hybrid Working → Work-life Balance, Hybrid Working → Workload, and Work-life Balance → Job Satisfaction.

Table 7. Mediation Analysis HW → WLB → JS

Hyp.	Class.	Relationship	Original Sample (O)	t-value (t>1.96)	Sig. (p<0.05)	Criteria	Conclusion	Total Effect	VAF	Result
H6	Indirect	Hybrid Working->Work-life Balance->Job Satisfaction	0.194	3.712	0.000	SIGNIFICANT	FULL MEDIATION	0.236	82.2%	H6 ACCEPTED
	Direct	Hybrid Working->Job Satisfaction	0.042	0.528	0.598	INSIGNIFICANT				

- The calculation above shows that indirect effects are significant
- For the Direct effect, the relationship is weak and statistically insignificant
- Work-life Balance represents **full mediation of the relationship from Hybrid Working to Job Satisfaction**. The mediating effect of Work-life Balance on the relationship between Hybrid Working → Job Satisfaction is 82.2%, represent by variance accounted for (VAF).

Table 8. Mediation Analysis HW → WLO → JS

Hyp.	Class.	Relationship	Original Sample (O)	t-value (t>1.96)	Sig. (p<0.05)	Criteria	Conclusion	Total Effect	VAF	Result
H7	Indirect	Hybrid Working -> Workload -> Job Satisfaction	0.102	1.327	0.185	INSIGNIFICANT	NO MEDIATION	0.144	29.2%	H7 DECLINE
	Direct	Hybrid Working -> Job Satisfaction	0.042	0.528	0.598	INSIGNIFICANT				

- Indirect effects are insignificant
- For the Direct effect, the relationship is also weak and statistically insignificant
- Workload represent **no mediation of the relationship from Hybrid Working to Job Satisfaction.**

4.2 Dicussions

This research's first construct (H1) was hybrid working related to organizational outcomes such as job satisfaction. Based on the analysis result, we can confirm that hybrid

working has a positive but not a significant (insignificant) effect on Job Satisfaction. This finding indicates that implementing hybrid working in United Tractors does not directly affect job satisfaction. This condition is potentially due to the implementation of the combined WFH and WFO work methods during the pandemic since early 2020. This has enabled employees to adapt to changes and dynamics in work patterns, communication, technology implementation, and the work environment in the post-pandemic period. This finding is similar to previous studies (Bellmann & Hübler, 2020), which conclude that remote work has no clear effects on job satisfaction.

The other findings from the study (Golden and Veiga, 2005) show that teleworking is thought to be the best option given the current pandemic. Still, some circles believe this policy is inappropriate because the work or tasks that are paid for require tools that can only be accessed at the office, leading to the conclusion that it is unacceptable.

The second hypothesis (H2) confirmed that hybrid working significantly and positively affects work-life balance. Hybrid working gives employees more flexibility to manage their time in terms of work and life (Baker, Avery and Crawford, 2007; Feng and Savani, 2020). Employees can work and care for their families at home, reducing family conflicts (Dow-Clarke, 2002; Feng and Savani, 2020) and coordinating well with colleagues directly when on site.

However, we must also be aware of the results of the third hypothesis (H3), which shows that hybrid working positively and significantly affects employee workload. When employees work from home, the border between work and family is blurred, and the amount of work time required grows since the family at home requires more time, care, and affection (Feng and Savani, 2020; van der Lippe and Lippényi, 2020). (Wu and Chen, 2020) find that all participants in WFH have a three-hour increase in workload per week, and 38% of participants experience a decrease in productivity. Additionally, the leading causes of the decline in productivity are technical problems, such as the inefficiency of online communication tools. Since most of the job can be completed at home, but it takes longer due to technological difficulties, employees who typically work at an office or workstation have a heavier workload. On the other hand, on-site workers and many researchers have a lesser workload because the majority of their job, such as fieldwork and experiments, cannot be done at home.

The fourth (H4) hypothesis's findings supported that work-life balance positively and significantly impacted job satisfaction. Employees who can successfully balance their work and home lives tend to be more satisfied in their jobs. According to the demographic data, most of the respondents were classified as employees in the millennial generation (Gen Y and Z) who value flexibility in the workplace. As a result, one of the aspects that can influence how millennial employees behave in the workplace is work-life balance. This finding is somewhat consistent with previous studies by (Silaban and Margaretha, 2021), which conclude that work-life balance affects job satisfaction, especially for employees of the millennial age.

The fifth (H5) hypothesis's findings show that workload has a positive but not a significant (insignificant) effect on Job Satisfaction. In a typical work environment, the workload may impact job satisfaction. However, in this study, where the participants were required to do the hybrid working in the post-pandemic, workload doesn't directly affect job satisfaction. These findings are similar to the previous study by (Ekowati et al., 2021; Munandar et al., 2019; Rofida Novianti & Roz, 2020), who found that workload did not significantly affect job satisfaction. At the pandemic's beginning, adapting new work methods increased employee workload. However, along with the adjustments that occur in the post-pandemic period, the workload can be managed better in line with the increase in employee

competence, especially those related to the use of technical tools that support the work to be faster and monitored.

The sixth (H6) hypothesis, which dealt with the relationship between hybrid working and job satisfaction through work-life balance, and the seventh hypothesis (H7), which dealt with the relationship between hybrid working and job satisfaction through the workload, were the study's final finding. This study found that work-life balance can mediate the effect of hybrid working on job satisfaction with a full mediation. With regards to the intention of increasing job satisfaction, the study by (Fonner and Roloff, 2010) found that the goal of boosting job satisfaction is achieved. The implementation of hybrid working can be an alternative for employees to have the choice to manage their life responsibility and work. These things also can reduce family conflicts that occur in employees' lives (Baker et al., 2007; Bao et al., 2020). When a work-life balance is obtained, employees can effectively manage their work and home lives (Nwosu et al., 2020), leading to increased job satisfaction (Arunashantha, 2019).

The other mediation test shows that workload cannot mediate the effect of hybrid working on job satisfaction (no mediation). In this study, the workload does not directly affect job satisfaction. According to the previous study, the workload had a positive and significant effect on work stress (I Komang Budiasa, I Made Sara and Ni Wayan Siramiati, 2021) which led to decreased job satisfaction. This finding is in line with a study (Mahardikawati and Ridha, 2019) which found a significant negative relationship between job stress and employee job satisfaction, which means that the higher the level of employee stress, the lower the level of job satisfaction. It is indicated that the workload cannot mediate the relationship between hybrid working and job satisfaction.

Research Contributions

1. Theoretical Contribution

Employers throughout the world are on a bridge between yesterday, when most employees at the majority of organizations were physically present at work, and tomorrow, when a vaccination or successful treatment will make a return to the conventional workplace possible. Even so, remote work will have earned a permanent position in the job landscape.

This circumstance presents leaders with two challenges: how to manage remote working conditions amidst the uncertainty of the present, and how to prepare for and optimize the hybrid working models of the future, in which fully in-person and remote work will be at opposite ends of a spectrum of variable options. The first is a need, whereas the second is an opportunity. When properly implemented, hybrid work models will enable firms to attract people, accomplish innovation, and create value for all stakeholders more effectively. They can define a future of work that is more flexible, digital, and meaningful by taking decisive action today.

From the previous research we know that remote work is effective. Many companies that have moved to or stayed remote during the COVID-19 pandemic are at least as productive as they were before the pandemic occurred, according to past studies and surveys. And almost half report being at least as productive on collaborative work that would ordinarily be carried out in conference or team rooms. Imagine what firms could do if they had the time to plan for remote work. On the other hand, we also know that frontline and field personnel are unable to perform distant work.

Until the coronavirus is no longer a major hazard to health and safety, firms will manage a substantial proportion of workers who work remotely at least occasionally.

2. Practical Contribution

Some organizations will revert to pre-COVID-19 working practices, while others may transition totally to remote work, but the research shows that most office-based businesses will employ a hybrid approach. 47% of firms questioned by the CBI in fall 2020 favored employees sharing their time equally between another workplace and home; in 2019, just 8% supported this4. McKinsey estimates that around one-fourth of employees in industrialized economies are likely to work from home three or more days per week during a pandemic. If managed with care, a hybrid approach might enable companies to recruit more geographically dispersed people, perhaps increase productivity, and lower facility expenses without introducing new continuing concerns with culture, training, and wellness. Employers must carefully manage the transition to maximize the benefits and avoid creating a two-tier workforce. As uncertainty about the future of work is the leading cause of worry among employees, communication will be crucial.

So our recommendations that found from this research are:

1. Initiate a discourse between managers and workers who worked flexibly during COVID-19 to determine how to build on mutually beneficial outcomes, such as working techniques and work location.
2. Consider the business advantages. Organizations might benefit from reconfiguring their workplaces to make them more adaptable for team collaboration and innovation.
3. Review and amend the organization's flexible working and family-friendly policies to reflect the lessons learned during the epidemic and any changes in culture or practice.
4. Consider the influence that hybrid working may have on the inclusiveness of your organization.
5. Consider manager wellness and give remote team management training.
6. Examine and, if required, update performance measurement. Evidence demonstrates that shifting from an emphasis on presenteeism to a focus on trust and flexibility can boost productivity, employee satisfaction, and loyalty.
7. Educate all employees on data security so that it is not just perceived as the duty of the IT department.
8. As you would in the office, consider the work environment and infrastructure for home-based work.
9. Review the communication protocols to ensure that office and remote employees receive excellent information and assistance.
10. Consider the legal concerns surrounding, for instance, risk assessments, health and safety, data protection, equality, and contractual issues such as who pays for equipment.
11. Re-build the culture.

    The leaders of organizations need to pay attention to their employees' job satisfaction during the implementation of hybrid working, especially when working from home. Undeniably, hybrid working can interfere with employees' work-life balance and workload. In addition, it is also necessary to pay attention to the workload that must be completed, considering that working in remote conditions has obstacles such as lack of facility and technology accessibility.

V. Conclusion

5.1 Conclusion

a. This study's initial focus was on identifying the factors contributing to job satisfaction in the post-pandemic stages when the company policy on hybrid working methods began to be developed.
b. This study shows that the implementation of Hybrid Working has a positive but not significant (insignificant) effect on Job Satisfaction
c. However, Hybrid working has a positive and significant effect on Work-life balance. it can also be seen that work-life balance can mediate the relationship between hybrid working to have a positive and significant effect on job satisfaction
d. Hybrid working also has a positive and significant effect on Workload. The workload might affect job satisfaction in a common work environment; however, in this study, where participants were required to do the hybrid working and had previous experience running this since the early days of the pandemic, the workload had a positive but not have significant effect on job satisfaction.
e. The workload also played no mediation in the relationship of hybrid working and Job satisfaction.

5.2 Recommendation for Future Research

Future studies must reconceive the limitations of hybrid working, particularly concerning working from home, as they are visually identical. Still, in some locations, non-digital workers are unfamiliar with telecommuting work environments. Another concept included in the work stress variable is a hybrid working mediator on job satisfaction. Various previous works of literature state that work stress significantly correlates with job satisfaction, so it is necessary to explore how implementing hybrid working can affect this.

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