

# The Role of Hybrid-Working in Improving Employees' Satisfaction, Perceived Productivity, and Organizations' Capabilities

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## Abstract

**Objective:** This study aims to identify the factors influencing employees' satisfaction and productivity in hybrid-working, such as reconciliation between professional and personal lives, flow experience, work flexibility, and organizational support. It also aims to analyze the effect of employees' satisfaction and perceived productivity on workers' intention to continue working hybrid in the future.

**Design/Methods/Approach:** Data was gathered through an online questionnaire sent to potential participants. A total of 433 eligible respondents were collected for analysis. This study utilized Structural Equation Modelling (SEM) to examine the connections between reconciliation, flow experience, flexibility, organizational support, employee satisfaction, perceived productivity, and workers' intention to continue with hybrid work.

**Findings:** Consistent with the hypotheses, reconciliation, flow experience, flexibility, and organizational support are positively and significantly associated with employee satisfaction and perceived productivity while working from home. Employee satisfaction and perceived productivity also positively and significantly influence workers' intention to continue with hybrid-work.

**Originality:** This study combines motivating factors and factors that focus on the relationship between employees and organizations to develop the antecedents affecting satisfaction and productivity during work-from-home. The findings of this study contradict the previous research regarding the influence of productivity on workers' intention to continue with hybrid work. Both satisfaction and perceived productivity significantly affect workers' intention to work hybrid in the future. This implies that employees feel higher satisfaction and productivity when working from home, hence the inclination to continue this particular working method.

**Practical/Policy implication:** Given the results, top management and HR professionals should consider, at the earliest possible, to start implementing hybrid-work in the organizations. The findings imply that employees intend to continue with hybrid-work because they feel higher satisfaction and perceived productivity while working from home. Also, organizations can observe what factors can improve employee satisfaction and perceived productivity while working hybrid and utilize that information to provide a better working environment for employees and organizations.

**Keywords:** Hybrid-work, Productivity, Remote-work, Satisfaction, Work from home

**JEL Classification:** J81

## I. Introduction

For years, the rapid advancement of technology has spurred the swift expansion of remote-work (Nilles, 1975). Hybrid-work, which combines the best of both worlds from work-on-premise and work-from-home, was said to be the next great disruption in the work trend, according to Microsoft (2021). Now, when the world is emerging from the COVID-19 pandemic and hybrid-work is becoming the future way of working, it is the moment for organizations to truly listen to what their employees need (Evans, 2022).

Working from home has its benefits and drawbacks. One advantage is that it allows for more flexibility in setting work schedules. Employees can also tend to personal and family needs during their workday. Additionally, time that would have been spent commuting can now be used for leisure or community involvement, leading to a more comfortable lifestyle. (Mungkasa, 2020). Nevertheless, work-from-home also has negative consequences, such as the difficulty in setting boundaries between work and after-hours, the inability to integrate professional and personal responsibilities, a lack of communication with leaders leading to slow career prospects and feeling isolated from office social network (Mungkasa, 2020).

A total of 2.877 knowledge workers in the United States were surveyed regarding work-from-home (Slack, 2020). According to the survey, only 13% of respondents thought that working from home harmed their productivity, and 10% were dissatisfied with their work while working from home (Slack, 2020). 2020 and 2021 were challenging years since many employees were working from home for the first time without any preparation, both on an individual and organizational level. Moreover, Microsoft's 2021 report, which evaluated more than 30,000 employees in 31 countries, revealed that hybrid-work is becoming a major trend. The report also found that 73% of employees worldwide desire to work from home in the future, while 66% of company leaders are considering restructuring the workplace to accommodate hybrid-work (Microsoft, 2021). In Indonesia, 83% of employees want to be able to work from home in the future, while 72% of company leaders want to redesign the workspace to facilitate hybrid-work (Microsoft, 2021). The numbers in Indonesia are higher than the global average, implying that most Indonesian workers expect to continue with hybrid-work in the future more than the global workers.

Prodanova and Kocarev (2022) studied motivating and intervening factors affecting satisfaction and productivity during WFH. The motivating factors are reconciliation between professional and personal life and the optimal flow experience during WFH, while the intervening factors are ICT anxiety and interruptions. The study found that both factors significantly relate to satisfaction and productivity during WFH. However, only satisfaction is significantly associated with workers' intention to continue with hybrid-work. Yang, Kim, and Hong (2023) also studied the factors affecting satisfaction and productivity during WFH: work flexibility, organizational support, home office condition, and family situation. The study found that work flexibility and organizational support are associated with employees' satisfaction and perceived productivity during work-from-home (Yang et al., 2023).

Hybrid-work can help organizations in several ways: it ensures that a business continuity plan is in place and will function properly in extreme situations, it accelerates the growth of technology adoption and digitization, it introduces new methods to promote cost efficiency, and it opens the door to global collaboration (Jaiswal et al., 2022). Organizations have spent significant effort and money developing the greatest culture for attracting top talents (Evans, 2022). Even though the work-from-home scheme has been present for years in certain job sectors, it now creates a long-term need for a paradigm shift and for organizations to start developing sustainable and resilient strategies to survive long in the future (Hite & McDonald, 2020).

Prodanova and Kocarev (2022) argued that satisfaction and productivity affect workers' intention to continue hybrid-work—implying that employees feel higher satisfaction and productivity while working from home. Some recent studies also showed that employees did not feel higher productivity while working from home (Farooq & Sultana, 2022; Feng & Savani, 2020; Sutarto et al., 2021; Yang et al., 2023), explaining why most organizations have developed *productivity paranoia* when it comes to working from home (Microsoft, 2022). Meanwhile, most Indonesian workers expect to work hybrid in the future (Microsoft, 2021), and higher productivity is necessary to convince organizations to consider the permanent implementation of hybrid work. Therefore, this study aims to identify the factors influencing employees' satisfaction and productivity in hybrid-working, such as reconciliation between professional and personal lives, flow experience, work flexibility, and organizational support. It also aims to analyze the effect of employees' satisfaction and perceived productivity on workers' intention to continue working hybrid.

This study combines motivating factors—namely reconciliation and flow experience (Prodanova & Kocarev, 2022)—and factors that focused on the relationship between employees and organizations—namely work flexibility and organizational support (Yang et al., 2023)—to develop the antecedents affecting satisfaction and productivity during work-from-home. This research helps organizations see the positive light of hybrid-work and simultaneously overcome productivity paranoia by utilizing factors that can improve satisfaction and productivity when employees work from home.

The findings of this study provide numerous contributions. First, it settles the uncertainty of employees' productivity when working from home by retesting perceived productivity as a mediator variable influencing workers' intention to continue working hybrid, which Prodanova and Kocarev (2022) introduced. Second, this presents a possible way to enhance employee satisfaction and productivity. It involves combining two motivating factors - reconciliation and

flow experience - to create a more effective combination of four factors that can be used by organizations (Prodanova & Kocarev, 2022)—and two organizational factors—namely work flexibility and organizational support (Yang et al., 2023). Third, this study contributes to the overall literature regarding employees' inclination to choose hybrid work as a future way of working. Finally, several actionable recommendations based on empirical evidence are provided for HR professionals in formal organizations to improve employees' satisfaction and perceived productivity when working from home.

This study gathered 433 formal workers who were familiar with the working hybrid. Lisrel was used to evaluate the data, and Structural Equation Modeling (SEM) was used to determine the correlations between multiple latent variables. This paper's contents include the study's background, a literature review and hypothesis development, the research technique, results and discussion, a conclusion, and suggestions based on the study's findings.

## 2. Literature Review and Hypotheses Development

### Work From Home

Work from home, commonly known as WFH, was developed from the phrase "telework" introduced by Jack Nilles in 1975 to describe the ability of workers to perform their jobs from a distance without having to travel to the office (Nilles, 1975). The flexibility given by telework also allows workers to work outside of the office, providing space for the workers to focus without interruption in performing high-concentration tasks, resulting in positive outcomes in quantity and quality for the organizations (Beauregard & Basile, 2016). Moreover, companies can also make cost-efficient due to the subsiding necessity for physical workspace and build organizations' capabilities to be more flexible and agile by eliminating the geographic restrictions of its workers (Beauregard & Basile, 2016).

However, working from home occurred between 2020 and 2022 and was closely related to the COVID-19 pandemic, in which the employees were not given autonomy but an obligation to stay at home (Mungkasa, 2020). During these challenging times, employees have to work at home, assist their children in studying at home, and also take care of family members and make sure everybody is in good health in fear of the widespread of the virus (Felstead & Reuschke, 2020; Feng & Savani, 2020). Combining all those responsibilities with the uncertainty of the situation and the lack of preparation from both individuals and organizations (Eriksson & Petrosian, 2020), it was understandable that some of the studies resulted in declining productivity due to working from home (Farooq & Sultana, 2022; Feng & Savani, 2020; Yang et al., 2023). Some employees felt overwhelmed and burned out by the mandatory requirement to work from home (Microsoft, 2021). Now that all the restrictions are lifted, and activities go back to normal, individuals' and organizations' viewpoints of working from home may evolve, revealing the real perspective of what makes working hybrid a more effective way of working (Microsoft, 2021).

### Reconciliation

According to the Merriam-Webster dictionary, reconciliation is resolving conflicts or differences. In the context of WFH, reconciliation is a condition in which an individual can integrate and coordinate their time and resources to fulfill their responsibilities of professional and personal roles, such that one domain does not harm the other and vice versa (Gálvez et al., 2020; Prodanova & Kocarev, 2022). Work-family culture, which has similar meanings to reconciliation between professional and personal life, also proved to increase job satisfaction in both roles of mother and father (Mauno et al., 2012). During WFH, employees were given autonomy in managing their time to tend to private matters during work days (Gálvez et al., 2020) and adjust schedules with other family members, resulting in lower work-family conflicts (Gajendran & Harrison, 2007). Even though employees were faced with domestic interferences during WFH, the ability to coordinate and integrate domestic and work responsibilities at the same time provides workers with the satisfaction and productivity they want to achieve (Haridasan et al., 2021; Prodanova & Kocarev, 2022). Working from home using technology was also seen as smart working, allowing employees to improve their personal and professional lives and overall quality of life (Mascagna et al., 2019).

WFH was found to have a negative relationship with work-family conflict, in which the flexibility factor in WFH can help workers manage work schedules so that family matters are not disrupted (Gajendran & Harrison, 2007). Reconciliation of professional and personal life during WFH is positively associated with satisfaction and productivity (Haridasan et al., 2021; Prodanova & Kocarev, 2022), which is aligned with the finding that work-family culture positively impacts job satisfaction (Mauno et al., 2012) and raises productivity (Patanjali & Bhatta, 2022). Based on those arguments and findings, the researcher develops the hypothesis listed below:

**H1.** Reconciliation between professional and personal life during WFH positively and significantly affects (a) employee satisfaction and (b) perceived productivity.

### Flow Experience

Flow is a condition felt by an individual as an optimum experience in which they feel profound enjoyment, deep concentration, and a sense of control when performing a certain activity, with the appropriate degree of challenge and difficulty matched with their own's abilities, generating a rewarding sensation in completing the task (Csikszentmihalyi,

1990). Individuals experience this feeling of enjoyment and concentration, obtaining positive feelings and the focus level needed in doing certain activities, thus explaining how this state can improve productivity (Al Jassmi et al., 2019; Chang, 2014; Lee et al., 2007). This idea of flow state during WFH was studied by Prodanova and Kocarev (2022), obtaining result that the optimal flow experience during WFH positively influences employee satisfaction and perceived productivity during WFH. That finding is aligned with the benefits of WFH experienced by workers, such as higher motivation, work commitment and job satisfaction, and improvement in skills and competencies (Mungkasa, 2020). The positive mental state in flow experience also positively affects the creativity in a team (Łuczniak et al., 2021). Workers that have improved skills and higher autonomy tend to develop self-efficacy (D. G. Allen et al., 2003), making them more committed and motivated to put more effort into completing the tasks (Felstead & Reuschke, 2021) and push their creativity and productivity level higher (Davidescu et al., 2020). Based on those arguments and findings, this study develops the hypothesis listed below:

**H2.** Flow experience during WFH positively and significantly affects (a) employee satisfaction and (b) perceived productivity.

### **Work Flexibility**

From a worker's standpoint, flexibility is a condition in which a person has a choice about the central aspect of their professional environment, particularly when, where, and how long work-related tasks are performed (Hill et al., 2008). It also aims to expand an individual's ability to fulfill personal, family, professional, and community duties (Hill et al., 2008). A study by Yang et al. (2023) found that flexibility positively impacts satisfaction, perceived productivity, and work-life balance during WFH. Work flexibility allows employees to organize their schedules to meet their needs, improving job satisfaction (Baltes et al., 1999). A company that embraces flexible working arrangements can also enhance workers' commitment and motivation (Setiyani et al., 2019). Furthermore, the flexible working arrangement positively affects workers' productivity (Hashmi et al., 2021; Onyekwelu et al., 2022) and work performance (Msuya & Kumar, 2022). Based on those arguments and findings, this study develops the following hypothesis:

**H3.** Work flexibility during WFH positively and significantly affects (a) employee satisfaction and (b) perceived productivity.

### **Organizational Support**

Organizational support in the form of financial, technical, and training assistance for ergonomic furniture and technology is of utmost importance if the organizations decide to adopt the WFH program (Montreuil & Lippel, 2003). When organizations implement the WFH program, the cost of physical workspace and utilities can be allocated to suffice employees' necessities in setting up workstations at home (Baker et al., 2007). However, not all forms of organizational support significantly impact satisfaction or productivity during WFH. A study concerning technical and emotional support found that supervisor support will increase satisfaction but not productivity in a telework setting (Hartman et al., 1992). This conclusion is consistent with the finding of Baker et al. (2007), who discovered that technical support, human resource support, and managers' trust have a substantial impact on satisfaction but not productivity. In the same study, financial support affected productivity significantly but not satisfaction (Baker et al., 2007).

Some types of organizational support positively influence satisfaction and productivity in various ways. For example, organizational support in the form of work pattern instruction and ergonomic furniture for WFH relates positively to satisfaction and productivity (Yang et al., 2023). In another study, technical and emotional support from the company significantly affect satisfaction but not productivity (Hartman et al., 1992). Another study found that managers' trust, technical support, and human resource support positively affect satisfaction, but financial support is the one affecting productivity (Baker et al., 2007). Based on the various findings mentioned above, this study develops the hypothesis listed below:

**H4.** Organizational support for WFH positively and significantly affects (a) employee satisfaction and (b) perceived productivity.

### **Employee Satisfaction and Perceived Productivity**

Employee satisfaction represents the feelings that emerge from the perception that an individual's job can fulfill their material and psychological needs (Aziri, 2011). Satisfaction is also one of the work outcomes that garners attention regarding the WFH topic (T. D. Allen et al., 2015). Perceived productivity is defined as the perceptions of employees regarding their level of productivity in getting the work done (Yang et al., 2023). While evaluating productivity may vary in different organizations, perceived productivity provides a self-evaluation of how much employees feel about their abilities to deliver results and progress in relatively good quantity and quality (T. D. Allen et al., 2015).

Several studies found that WFH has a positive impact on job satisfaction (T. D. Allen et al., 2015; Bae & Kim, 2016; Felstead & Reuschke, 2020; Gajendran & Harrison, 2007; Susilo, 2020). WFH allows employees to tend to their personal and family matters and fulfill their professional roles, described as reconciliation, resulting in less work-family conflict and higher job satisfaction (Riley & McCloskey, 1997). When employees are allowed to work from home, pleasant feelings emerge, described as flow experience can improve satisfaction regarding WFH (MacRae & Sawatzky, 2020; Prodanova & Kocarev, 2022), aligned with findings of other studies that flow state experienced by individuals can

lead to higher satisfaction (Chang, 2014; Lee et al., 2007). The flexibility to choose a work environment during WFH, such as the time and location, can also improve employees' satisfaction (Baltes et al., 1999; Mohammed et al., 2022; Yang et al., 2023). Also, organizational support in technical, emotional, and human resource support and the manager's trust provided in the WFH program can improve employees' satisfaction while working from home (Baker et al., 2007; Hartman et al., 1992).

According to several studies, WFH positively impacts productivity (Haridasan et al., 2021; Patanjali & Bhatta, 2022; Prodanova & Kocarev, 2022). When employees have the ability to manage time and resources accordingly to fulfill personal and professional needs, they can maintain and improve their productivity level when working from home (Haridasan et al., 2021; Kumar et al., 2023; Prodanova & Kocarev, 2022). Flow-state experiences that point towards a higher ability to concentrate more profoundly can also improve employees' perceived productivity (Al Jassmi et al., 2019; Prodanova & Kocarev, 2022). The flexibility to choose when and where employees work during WFH can lead to higher productivity (Aboelmaged & Elsubbaugh, 2012; Hashmi et al., 2021; Onyekwelu et al., 2022; Yang et al., 2023) and even improve job performance (Jamal et al., 2022; Msuya & Kumar, 2022). Several organizational supports provided by the companies during WFH, such as ergonomic furniture, appropriate ICT, and financial support, can improve employees' productivity (Baker et al., 2007; Kumar et al., 2023; Yang et al., 2023).

The more a worker experiences working from home, the easier it is for the worker to meet their personal and organizational needs (Golden & Veiga, 2005). Gajendran and Harrison (2007) found that WFH improved satisfaction, lowered stress levels, and decreased turnover rate. WFH is also positively associated with higher perceived productivity (Martin & MacDonnell, 2012). Organizations will reap the benefits of WFH through greater retention and productivity rates as job satisfaction and a sense of work-life balance increase (Beauregard & Basile, 2016).

### Worker's Intention to Continue Hybrid-work

The rapid growth of information, technology, and communication serves as a catalyst for the expanding WFH trend, as apparent from the increasing numbers of WFH implementations in developed countries even before 2020 (Chakravorti & Chaturvedi, 2020). The appeal of WFH underlined that most concrete works can be done at home, with just a little adaptation (Belzunegui-Eraso & Erro-Garcés, 2020). Employees working from home do not have to spend time, money, and energy traveling to and from the office. They are free to wear anything during work, eliminating the boundary between their work persona and their authentic selves (Susilo, 2020). Employee satisfaction becomes a factor in workers' intention to continue working remotely (Prodanova & Kocarev, 2022).

Indonesia still needs to get precise and graphic data regarding hybrid working implementation. Nonetheless, a survey conducted by Microsoft (2021) among 30.000 employees across 31 countries showed that 83% of Indonesian workers intend to continue working hybrid or be given the option to work from home tentatively, and 72% of business leaders consider redesigning their workspace to accommodate hybrid work in the future best. These numbers show a better result than the global result, whereas only 72% of workers intend to continue working hybrid, and 66% of business leaders intend to redesign their workspace.

The theory of Planned Behavior (TBP) (Ajzen, 1991) supported the idea that the feeling of satisfaction will affect behavioral intention toward related activity. This theory is consistent with the finding that satisfaction positively affects workers' intention to continue working from home (Pranata et al., 2022; Prodanova & Kocarev, 2022). However, Prodanova and Kocarev (2022) found that productivity does not significantly affect workers' intention to continue working remotely. Even though the study regarding the influence of productivity on workers' intention towards WFH is still limited, some theories can support the idea. Self-efficacy theory (Bandura, 1978) argues that increased capacities of workers and autonomy to do their tasks during WFH (D. G. Allen et al., 2003) can influence how much effort and how long an individual is willing to work harder to finish their tasks (Antolín et al., 2022). Social exchange theory could also support the idea that workers who are allowed to work from home are more dedicated to finishing their tasks (Felstead & Reuschke, 2021). With the study topic of the time-after-time effect, Antolín et al. (2022) argued that the more frequently a worker implements WFH, the more it will positively affect self-reported productivity and willingness to work from home. Perceived job performance is also formulated as the factor affecting workers' desire to continue WFHs for men and women (Magnier-Watanabe et al., 2022). Based on the explanations above, this study develops a hypothesis regarding employee satisfaction and productivity as listed below:

**H5.** (a) Employee satisfaction and (b) perceived productivity during WFH positively and significantly affect workers' intention to continue working hybrid in the future.

**H6.** Employee satisfaction mediates the relationship between (a) reconciliation, (b) flow experience, (c) work flexibility, and (d) organizational support toward the workers' intention to continue working hybrid.

**H7.** Perceived productivity mediates the relationship between (a) reconciliation, (b) flow experience, (c) work flexibility, and (d) organizational support toward the workers' intention to continue working hybrid.

### 3. Method

#### Procedure and Sampling

Non-probability sampling was used to collect data, followed by purposive sampling to filter data that fit particular criteria. The respondent must be an active formal worker of an official firm in Indonesia, have worked for at least one year in the current organization, and have experience working from home at least twice a week.

The questionnaire first went through a readability test and was reviewed by one expert in this study field and two common people. After getting reviewed and approved, the questionnaire was shared privately with selected people, aiming for limited respondents for the pretest. 40 data responses were collected for the pretest and analyzed using SPSS 25. 32 out of 36 indicators passed the validity pretest, and 6 out of 7 variables passed the reliability pretest. Based on those results, indicators extraction still needs to be done, hoping to achieve full validity and reliability with more respondents involved in the main test. After a validity and reliability test was conducted for the pretest, the questionnaire was shared again with the general public to collect more data for the main test analysis.

For the main test, 433 responses were successfully collected. The number of samples is assumed to be adequate, as it is more than the minimum sample rule of  $n \times 5$ , in which  $n$  is the number of indicators (Hair Jr et al., 2019). Lisrel 8.8 was used for hypothesis testing by applying Structural Equation Modeling (SEM) to analyze the relationships between variables—reconciliation, flow experience, work flexibility, organizational support, employee satisfaction, perceived productivity, and worker’s intention to continue working hybrid—as can be seen from Figure 1.

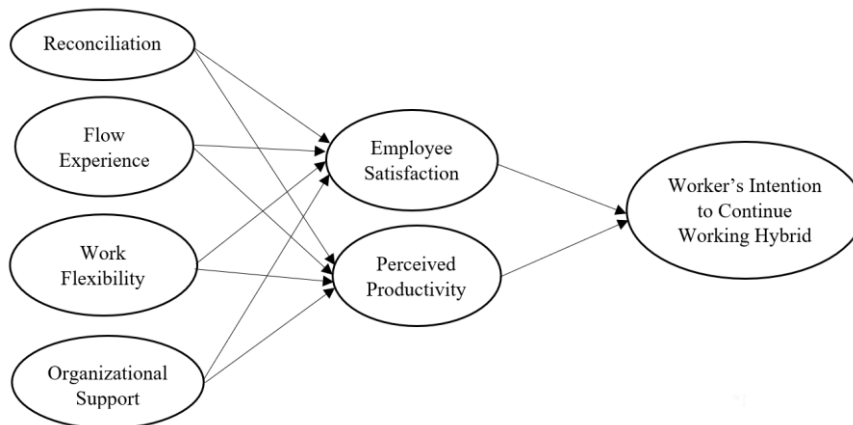


Figure 1. Conceptual Model

#### Measurement and Operationalization

The measurement of each variable uses a Likert scale from 1 to 7, where 1 indicates strongly disagree, and 7 means strongly agree. For reconciliation, indicators consist of three questions (Mascagna et al., 2019). Flow experience uses two dimensions of enjoyment and concentration, and consists of four questions from each dimension (Ghani et al., 1991). Work flexibility, organizational support, and perceived productivity comprised four, seven, and six questions, respectively (Yang et al., 2023). Employee satisfaction consists of five questions (Gremler & Gwinner, 2000). Lastly, the workers' intention to continue working hybrid consists of three questions (Bauer et al., 2005). All the indicator measurements have a total of 36 questions, as seen in the Appendices.

### 4. Result and Discussion

#### Respondents Statistics

The profiles of 433 respondents are analyzed to provide information regarding the data distribution, as shown in Table 1. We can see from Table 1 that respondents are divided almost evenly between males and females, with only a 5% difference. However, respondents' domiciles are dominated by Jabodetabek (Jakarta-Bogor-Depok-Tangerang-Bekasi), with more than 80%. Respondents' ages are dominated by 25-34 and 35-44. Respondents' working experience is surprisingly dominated by more than 10 years, followed by 7-10 years, giving more weight to the respondents' answers due to their considerably long experiences as formal workers. More than 50% of respondents have married, and more than 70% have kids. IT took first place both in the department and job sector in which the respondents worked at the time the data was collected, which is understandable since technology-adept companies commonly use hybrid-working.

Table 1. Respondents' Profiles

Profile	Classification	Numbers	Percentage	
Gender	Male	206	47.58%	
	Female	227	52.42%	
Age	18 – 24	65	15.01%	
	25 – 34	185	42.73%	
	35 – 44	123	28.41%	
	45 – 54	51	11.78%	
	≥ 55	9	2.08%	
Domicile	Jabodetabek	357	82.45%	
	Outside of Jabodetabek	59	13.63%	
	Outside of Java Island	17	3.93%	
Working Experience	1 – 3 years	98	22.63%	
	4 – 6 years	96	22.17%	
	7 – 10 years	103	23.79%	
	> 10 years	136	31.41%	
Job Position	Staff	203	46.88%	
	Line Manager	132	30.48%	
	Middle Manager	93	21.48%	
	Top Management	5	1.15%	
Marital Status	Not Married	167	38.57%	
	Married	245	56.58%	
	Separated	21	4.85%	
Family Situation	Have Kids	208	48.04%	
	No Kids	53	12.24%	
Unit/Department	Human Resource	29	6.70%	
	Marketing and Sales	28	6.47%	
	Operational	19	4.39%	
	Information Technology	119	27.48%	
	Finance	28	6.47%	
	Legal Support	8	1.85%	
	Business Development	44	10.16%	
	Customer Relationship	5	1.15%	
	Audit and Compliance	25	5.77%	
	Procurement	25	5.77%	
	Others	69	15.94%	
	Job Sector	Banking/Insurance /Financial Institution	76	17.55%
		Capital Market	54	12.47%
IT/E-Commerce		130	30.02%	
Media/Telecommunication		38	8.77%	
Property		21	4.85%	
Fast-Moving Consumer Goods		21	4.85%	
Manufacture		14	3.23%	
Retail		16	3.70%	
Education		7	1.62%	
Healthcare		7	1.62%	
Government/Public Service		14	3.23%	
Others		35	8.08%	

### Validity and Reliability

All indicators are valid after running 433 data points, as apparent from the SLF  $\geq 0,50$ . After calculating CR and AVE scores, it is also apparent that all variables are reliable, with a score of CR  $\geq 0,70$ . Model simplification is acquired to analyze dimensions of the variable flow experience—enjoyment and concentration—using latent variable scores. Both dimensions are then treated as observed variables of their latent variable. The results of validity and reliability tests using Lisrel 8.8 can be found in Table 2.

Table 2. Validity and Reliability Test Result

Variables	Item	SLF	Error	CR	AVE	Conclusion
Reconciliation	RC1	0.89	0.22	0.91	0.78	Valid & Reliable
	RC2	0.86	0.26			
	RC3	0.90	0.19			
Flow Experience (Enjoyment)	FE1	0.91	0.17	0.95	0.83	Valid & Reliable
	FE2	0.90	0.18			
	FE3	0.91	0.17			
	FE4	0.91	0.17			
	FE5	0.87	0.24			
Flow Experience (Concentration)	FE6	0.90	0.19	0.94	0.81	Valid & Reliable
	FE7	0.91	0.17			
	FE8	0.91	0.17			
Flow Experience	Enjoyment	0.98	0.04	0.96	0.96	Valid & Reliable
	Concentration	0.99	0.01			
Flexibility	FL1	0.88	0.22	0.92	0.74	Valid & Reliable
	FL2	0.87	0.25			
	FL3	0.86	0.26			
	FL4	0.84	0.30			
Organizational Support	OS1	0.91	0.17	0.94	0.68	Valid & Reliable
	OS2	0.80	0.35			
	OS3	0.74	0.46			
	OS4	0.81	0.35			
	OS5	0.84	0.30			
	OS6	0.90	0.20			
	OS7	0.77	0.41			
Employee Satisfaction	ES1	0.90	0.19	0.96	0.81	Valid & Reliable
	ES2	0.88	0.22			
	ES3	0.91	0.18			
	ES4	0.92	0.15			
	ES5	0.90	0.20			
Perceived Productivity	PP1	0.87	0.24	0.94	0.74	Valid & Reliable
	PP2	0.87	0.24			
	PP3	0.90	0.19			
	PP4	0.84	0.30			
	PP5	0.87	0.25			
	PP6	0.81	0.35			
Intention to Continue Working Hybrid	BI1	0.97	0.05	0.97	0.91	Valid & Reliable
	BI2	0.91	0.16			
	BI3	0.97	0.07			

**Goodness of Fit**

The Goodness of Fit analysis results can be seen in Table 3. Three out of four criteria obtain Good Fit in Absolute Fit Indices, and all six obtain Good Fit in Incremental Fit Indices. With these results, the model in this research can be concluded to be a good fit.

Table 3. The Goodness of Fit Result

The Goodness of Fit Indicators	Goodness of Fit Standard	Goodness of Fit Result	Conclusion
<b>Absolute Fit Indices</b>			
p-value	$p\text{-value} \geq 0.05$	0.00	Poor fit
RMSEA	$RMSEA \leq 0.08$	0.074	Good fit
SRMR	$SRMR \leq 0.05$	0.028	Good fit
GFI	$GFI \geq 0.90$	1.00	Good fit
<b>Incremental Fit Indices</b>			
NFI	$NFI \geq 0.90$	1.00	Good fit
NNFI	$NNFI \geq 0.90$	1.00	Good fit
PNFI	$PNFI \geq 0.90$	0.90	Good fit
CFI	$CFI \geq 0.90$	1.00	Good fit



The Goodness of Fit Indicators	Goodness of Fit Standard	Goodness of Fit Result	Conclusion
IFI	IFI ≥ 0.90	1.00	Good fit
RFI	RFI ≥ 0.90	1.00	Good fit

**Hypotheses Testing**

After analyzing the validity, reliability, and goodness of fit of the measurement model, analysis of the structural model focuses on the causal relationships between variables following hypotheses. Using Lisrel 8.8, a path diagram is generated to evaluate the significance of the relationships between latent variables, as seen in Figure 2. The score of t-values is used to determine whether there is a significant effect in the relationship, which is shown by a score equal to or greater than ±1,96. The positive sign of the t-value means that the relationship between the two variables has a linear effect. In contrast, the negative sign of the t-value means the two variables negate each other in the relationship.

Furthermore, from the structural equations generated by Lisrel, the path coefficient and standard error of each relationship can be used for analyzing the mediation effects with the z-value calculated with the Sobel Test. The evaluation of the z-value is similar to the t-value; the significance of the indirect impact on the relationship is confirmed if the z-value score is equal to or greater than ±1,96. The causal relationships between variables can be seen in Figure 2, which shows the result of the path diagram. The t-values of each relationship are not colored in red, indicating that all relationships proposed in this model are significant and all of our proposed hypotheses (H1a-H7d) are supported. The results of all t-values and z-values calculated via the Sobel Test can be seen in Table 4.

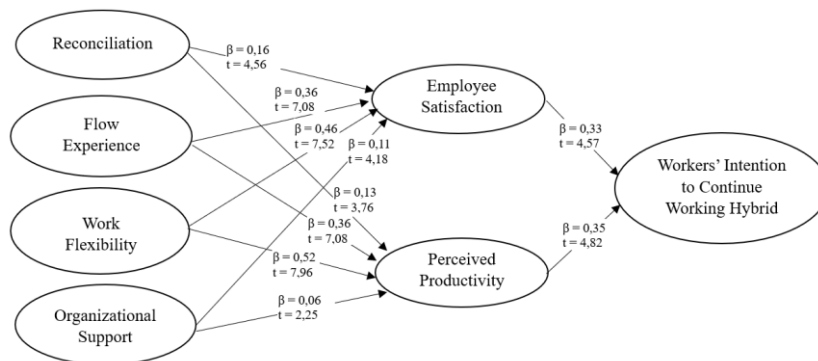


Figure 1. Causal Relationship

Table 4. Hypotheses Result Summary

Hypotheses	Relationships	t-values / z-values	Conclusion
H1a	Reconciliation → Employee Satisfaction	4,56	Supported
H1b	Reconciliation → Perceived Productivity	3,76	Supported
H2a	Flow Experience → Employee Satisfaction	7,08	Supported
H2b	Flow Experience → Perceived Productivity	7,08	Supported
H3a	Flexibility → Employee Satisfaction	7,52	Supported
H3b	Flexibility → Perceived Productivity	7,96	Supported
H4a	Organizational Support → Employee Satisfaction	4,18	Supported
H4b	Organizational Support → Perceived Productivity	2,25	Supported
H5a	Employee Satisfaction → Workers' Intention to Continue Working Hybrid	4,57	Supported
H5b	Perceived Productivity → Workers' Intention to Continue Working Hybrid	4,82	Supported
H6a	Reconciliation → Employee Satisfaction → Workers' Intention to Continue Working Hybrid	3,25	Supported
H6b	Flow Experience → Employee Satisfaction → Workers' Intention to Continue Working Hybrid	3,90	Supported
H6c	Flexibility → Employee Satisfaction → Workers' Intention to Continue Working Hybrid	3,92	Supported
H6d	Organizational Support → Employee Satisfaction → Workers' Intention to Continue Working Hybrid	3,08	Supported
H7a	Reconciliation → Perceived Productivity → Workers' Intention to Continue Working Hybrid	2,94	Supported

Hypotheses	Relationships	t-values / z-values	Conclusion
H7b	Flow Experience → Perceived Productivity → Workers' Intention to Continue Working Hybrid	3,96	Supported
H7c	Flexibility → Perceived Productivity → Workers' Intention to Continue Working Hybrid	4,11	Supported
H7d	Organizational Support → Perceived Productivity → Workers' Intention to Continue Working Hybrid	2,01	Supported

**Discussions**

In this study, the following factors influence satisfaction and productivity during WFH: reconciliation, flow experience, work flexibility, and organizational support. The positive experience with the aforementioned factors increases satisfaction and productivity while working from home. Working from home allows employees to balance their professional and personal lives, which allows them to focus on the tasks at hand. They also have the flexibility to start, end, arrange, and organize their work while being supported by the companies. These factors make working from home more enjoyable and effective, increasing employee satisfaction and perceived productivity and pushing employees to lean towards hybrid-work in the future. Allowing employees to work hybrid indicates that organizations have a strong foundation in their people, believe employees can manage tasks and projects well without direct supervision, and that organizations care for employees' well-being and encourage them to have a balanced, quality life outside the office.

Reconciliation can positively impact employee satisfaction and perceived productivity. This finding is consistent with past studies that the reconciliation of work and family positively affects worker satisfaction (Haridasan et al., 2021; Mauno et al., 2012; Mohammed et al., 2022; Prodanova & Kocarev, 2022) and productivity (Clifton & Shepard, 2004; Haridasan et al., 2021; Prodanova & Kocarev, 2022). When employees can simultaneously integrate their resources and time to attend to professional and personal responsibilities, satisfaction with their work and life improves, and the autonomy to organize their time accordingly can help them maintain productivity. On weekdays, the extra time saved by not commuting might be used to manage personal and family matters. This condition incentivizes employees to simultaneously integrate and coordinate work-related matters with personal affairs.

Flow experienced during WFH can positively impact employee satisfaction and perceived productivity during WFH. Flow experience is associated with enjoyment and concentration (Ghani et al., 1991); hence, the finding is logically reasonable and independent of previous studies. Enjoyment is related to the feeling of being satisfied, while deep focus and concentration assist individuals in working productively. This result also aligns with past research showing that flow experienced by individuals is positively associated with satisfaction (Chang, 2014; Lee et al., 2007; Prodanova & Kocarev, 2022) and productivity (Al Jassmi et al., 2019; Łuczniak et al., 2021; Prodanova & Kocarev, 2022). Another study also found that workers' attitudes towards WFH will affect productivity during WFH (Neufeld & Fang, 2005). Working from home is generally enjoyable because employees do not have to go through bad traffic traveling to and from the office, do not have to wear formal clothes, wake up early to prepare themselves, and can arrange their working space however suits them. Also, working from home provides the deep focus the employees need, away from the interruptions in the physical office. When employees need to collaborate with other people, they can set up a focused and intimate online meeting that does not require large participants' physical presence and prevents the meeting from going further from an important topic. Thus, the flow state experienced by employees during WFH can improve employees' satisfaction and perceived productivity.

Work flexibility provided during WFH can positively impact employee satisfaction and perceived productivity during WFH. These findings are also consistent with previous research, which found that the flexibility offered by telework significantly influences worker's satisfaction (Baltes et al., 1999; Mohammed et al., 2022; Yang et al., 2023) and productivity (Hashmi et al., 2021; Onyekwelu et al., 2022) while working from home. The freedom to choose when, where, and how workers engage with work-related tasks can provide comfort to craft their work environment, obtaining higher satisfaction, and the possibility to work anytime and anywhere can improve productivity. Employees with many tasks do not need to encounter other individuals physically. They can opt to work from home and prioritize their duties, supported by the findings that flexible working arrangements can improve workers' commitment (Setiyani et al., 2019) and quality of work (Hashmi et al., 2021). Moreover, a study found that work flexibility positively impacts job performance (Jamal et al., 2022; Msuya & Kumar, 2022).

Organizational support related to the WFH program can positively impact employee satisfaction and perceived productivity during WFH. These findings are consistent with prior research, which found that some organizational supports impact satisfaction and productivity (Aboelmaged & Elsubbaugh, 2012; Baker et al., 2007; Hartman et al., 1992; Yang et al., 2023). In the context of WFH, proper infrastructure is crucial in determining the success of hybrid-work implementation, as it depends heavily on the technological and technical support provided by the organizations. The organization needs to provide a technological ecosystem supporting a hybrid program, such as mobile devices like laptops instead of PCs, online collaboration applications, secure VPN connection to access work-related systems, and human resources assigned to assist workers when there is a technical issue during WFH.

Employee satisfaction and perceived productivity during WFH can influence workers' intention to continue working hybrid in the future. While employee satisfaction is almost a predictable factor given the Theory of Planned Behavior (Ajzen, 1991) and also consistent with previous findings (Pranata et al., 2022; Prodanova & Kocarev, 2022), productivity as the significant factor is a different result than the finding of Prodanova and Kocarev (2022). The time-after-time effect explains that employees experienced with WFH can be more productive as time passes and will be more willing to do WFH going forward (Antolín et al., 2022). It also aligns with a study from (Magnier-Watanabe et al., 2022) that perceived job performance is one factor that leads to workers' desire toward WFH in the future, both for male and female workers.

As explained in previous elaborations, employee satisfaction, and perceived productivity mediate the effects of reconciliation, flow experience, work flexibility, and organizational support towards workers' intention to continue working hybrid. Employees' ability to reconcile personal and professional matters during WFH, the feeling of enjoyment and deep concentration described as a flow experience during WFH, the flexibility to choose when, where, and how employees work when working from home, and the support provided by the companies during WFH, lead to higher satisfaction and perceived productivity, which further lead them to want to continue having options to work from home intermittently, or what we call as a working hybrid. Based on the social exchange theory, workers who are allowed autonomy and flexibility in choosing how to work will show vigor and exert more effort in finishing their work-related tasks (D. G. Allen et al., 2003; Antolín et al., 2022). The experience of self-organizing their work also improves their self-efficacy, which makes workers feel more confident and capable of performing well (Bandura, 1978). Given their capacities and resources, they can organize, sort, and decide how to finish work-related tasks. When employees feel more satisfied and their productivity increases, they are more likely to keep working from home in the future in a reasonable proportion to maintain an optimal level of productivity and satisfaction towards their work and life in general.

Suppose individual benefits of implementing hybrid work are insufficient for the company to establish trust regarding the beneficial standpoint of hybrid-work. In that case, organizations must consider a future culture that's genuinely sustainable. The fairest benefit organizations have from implementing hybrid-work is cost efficiency (Jaiswal et al., 2022). Physical space is no longer the main asset for organizations; expanding the business and hiring more people does not mean expanding the physical office. Part of the physical space rent and transport allowance budget can be allocated for more important investments that can attract the best talents to stay, such as human resources development programs. Most employees stay longer if they benefit more from learning and development support (Microsoft, 2022). Extensive budgeting and minuscule spending like paper prints, snacks for in-person meetings, fingerprint attendance machines, and more can be cut down.

Another benefit of hybrid-work is the lack of geographic boundaries, which in turn can attract the best talents from any region in the country (or even outside of the country) (Jaiswal et al., 2022). Virtual teams have increasingly emerged in recent years, especially in tech companies, where business leaders were made aware that expanding a company to another country does not necessarily mean building an entirely new subsidiary. All employees, including executives, managers, and staff in one company, can work well together in a distributed virtual team by infusing a high-performance culture.

While hybrid work is undoubtedly beneficial for technologically advanced companies, it can also help other companies accelerate technology adaptation and digitization (Jaiswal et al., 2022). Technology is the main enabler for hybrid-work to work. Without meeting in person, employees can still connect to their teams by communicating via the messenger application, discussing via online meetings and video conferences, providing and sharing digital documents to distribute information efficiently, and having a secure and smooth connection to access work-related stuff, all thanks to technology. By working hybrid, both organizations and employees will be pushed to quickly become familiar with working with technology.

When hybrid-work is permanently implemented as the new way of working, it can assure the company that its business continuity plan works and runs well (Jaiswal et al., 2022). The COVID-19 pandemic came without warning, abruptly disrupting all activities and halting the world. Most employees can still work from home during the pandemic and during extreme weather conditions like floods and storms. Hybrid-work implementation can grow the capacity of the company to be more prepared and agile, solving extreme cases without taking extreme measures. If a crisis happens in the future, companies can certainly be confident that the people will still be able to work and keep the business running due to the established implementation of hybrid-work. In the future, this workforce trend can even solve exponentially growing population issues like traffic and urbanization (Lodovici et al., 2021), with the government's support for building equally sufficient infrastructure in all regions. When people no longer have to travel or move to big cities to get better opportunities in work, organizations and the government can start establishing an evenly distributed workforce for the prevalent economy.

## 5. Conclusion

Work-from-home or hybrid-work has been a trend for the last three years due to mandatory lockdowns worldwide. In extreme cases, people work from home at high intensity without connection to the office network, leading to burnout and overwhelm. This leads to the question, do employees want to continue working hybrid soon?

A survey showed that most Indonesian workers (83%) want options to work from home (Microsoft, 2021). This is the time for organizations to take employees' interests at heart because people have always been the key asset for organizations to thrive. This study provides information for the organization to look at what makes workers want to continue working hybrid, and the answer is because of the satisfaction and productivity they could achieve while working from home. Organizations can incorporate all the factors influencing satisfaction and productivity during WFH and begin to reallocate and redesign their budget for more essential matters that are beneficial and sustainable in the long run.

Based on the findings of this research, there is some advice that organizations might follow in implementing hybrid working in the future. First, work flexibility is the most significant factor influencing employee satisfaction and perceived productivity during WFH. Therefore, organizations should allow people working from home to choose when and where to work. For instance, when workers have private matters to attend to in the morning, instead of taking a leave, they can choose to work from home and start working later than usual. This autonomy to decide can improve satisfaction (Haridasan et al., 2021; Mohammed et al., 2022), and the ability to organize work can improve productivity (D. G. Allen et al., 2003; Hashmi et al., 2021). Second, our findings indicate flow experience as the second most crucial factor influencing satisfaction and productivity during WFH. Therefore, managers and supervisors should build trust that workers can complete tasks and projects without direct supervision to create an effective flow experience associated with enjoyment and concentration during WFH. This trusting atmosphere can instill positive feelings in workers and allow them to focus more on the tasks at hand without unnecessary interruptions from the social scenes in the office (Markman, 2021). Third reconciliation is the third factor impacting employee satisfaction and perceived productivity during WFH. Managers and supervisors should foster empathy in their work teams, realizing that employees have personal concerns to attend to as well as various duties outside of work. This contributes to the creation of a space for employees to reconcile and integrate their personal and professional lives when working from home (Haridasan et al., 2021; Mascagna et al., 2019; Prodanova & Kocarev, 2022), enhancing satisfaction and productivity during WFH (Neufeld & Fang, 2005; Prodanova & Kocarev, 2022) and overall life quality (Mascagna et al., 2019). Fourth, organizations should provide technical support for the hybrid program's success. Working separately can function properly if communication and access are maintained (Microsoft, 2022). Technology is the most important factor that connects all the workers to the systems and each other, maintaining collaboration everywhere the employee works (Kumar et al., 2023). Therefore, building the technology ecosystem for the hybrid program is the utmost priority for the organizations; otherwise, workers cannot work. Finally, as we find that work flexibility and reconciliation as the positive elements of WFH can improve employees' satisfaction and perceived productivity and further influence workers' intention to continue working hybrid in the future, companies that are relatively new to WFH may begin assessing the implementation of hybrid work in their organizations and counting on the benefits it could offer for individuals and the company. As explained in this study, working hybrid is projected to be the future method of working because it benefits both people and organizations. Assessing the adoption of hybrid work can assist firms in preparing to provide a more effective working culture for future generations that value work autonomy and work-life balance (Waworuntu et al., 2022).

The respondents of this study are mainly from Greater Jakarta (Jakarta-Bogor-Depok-Tangerang-Bekasi), which takes up more than 80% of the respondents. Thus, the conclusion regarding employees' preferences and work outcomes is not fit to be generalized from the perspective of Indonesian workers. However, Indonesia has many islands and regions separated by oceans, with highly diverse citizens from different environments and organizations. Therefore, despite other big cities outside of Java Island, those cities cannot be categorized as metropolitan, as Indonesia's core economy and business are still centralized in Greater Jakarta. However, future research, including proportional samples from each region in Indonesia, can be conducted to have all Indonesian workers' perspectives.

As the objective of this study is to provide practical implications for the organizations to observe, the scope of the study revolves around the relationship between an individual as an employee and the organization. This study does not include the home office's condition and family situation as factors affecting satisfaction and productivity while working from home, as Yang et al. (2023) did. It mainly serves to keep the study within the scope of focusing on the relationship between employees and organizations, not employees and their household situations. However, situations outside of organizations' control surrounding workers as individuals or family members can also affect work outcomes during WFH (Farooq & Sultana, 2022; Feng & Savani, 2020). Personal matters like the adequacy of a home as a secondary office (Magnier-Watanabe et al., 2022), living with children (Yang et al., 2023), social interactions with partners or other family members (Neufeld & Fang, 2005), and commute time (Magnier-Watanabe et al., 2022), can be studied for future research as other factors affecting employees' satisfaction and productivity while working from home, and further influencing the intention to continue working from home.

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## **Author Contribution**

Author 1: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology. Author 2: review, supervision.

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## Conflict of Interest

The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

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## Appendices

Instruments measurement can be seen in Table 5.

Table 5. Measurement Instruments

Questions	Reference
<p><b>Reconciliation</b></p> <p>Working from home has improved the reconciliation between my professional life and my personal life</p> <p>Working from home has improved the way I organize my work</p> <p>Working from home has improved the quality of my life</p>	(Mascagna et al., 2019)
<p><b>Flow Experience – Enjoyment</b></p> <p>When working from home, I find the experience is interesting</p> <p>When working from home, I find the experience is enjoyable</p> <p>When working from home, I find the experience is exciting</p> <p>When working from home, I find the experience is fun</p>	Ghani et al., (1991)
<p><b>Flow Experience – Concentration</b></p> <p>When working from home, I was absorbed intensely in activity</p> <p>When working from home, my attention is focused on the activity</p> <p>When working from home, I am concentrated fully on the activity</p> <p>When working from home, I am deeply engrossed in activity</p>	Ghani et al., (1991)
<p><b>Work Flexibility</b></p> <p>When working from home, I have options in work schedule (the beginning and ending times, either occasionally or frequently)</p> <p>When working from home, I have options for selecting worksite location</p> <p>When working from home, I have options in work hours (e.g. reduced work hours, flexible work hours)</p> <p>When working from home, I have options for managing unexpected personal and family responsibilities</p>	(Yang et al., 2023)
<p><b>Organizational Support</b></p> <p>My company provides technology support for working from home (e.g. devices, application utilization, technical support, etc.)</p> <p>My company provides financial support for working from home in addition to pay check</p> <p>My company provides instructions for setting up the workplace at home</p> <p>My company provides instructions for work patterns for working from home</p> <p>My company provides mental health management support for working from home</p> <p>My company provides equipment support for working from home (e.g. mic, headphone, PC camera, etc)</p> <p>My company provide ergonomic furniture (e.g. ergonomic chair, sit-to-stand desk, etc) for working from home</p>	Yang et al. (2023)
<p><b>Employee Satisfaction</b></p> <p>Overall, I am very satisfied with the decision to work from home</p> <p>My choice to work from home was a wise one</p> <p>I think I did the right thing when I decided to work from home</p> <p>Based on all of my experience, I am very satisfied with the implementation of working-from-home</p> <p>My overall evaluation of work-from-home implementation is very good</p>	Gremler & Gwinner (2000)
<p><b>Perceived Productivity</b></p> <p>My overall productivity improves when working from home</p> <p>My productivity of focused individual work improves when working from home</p> <p>My productivity of routine work improves when working from home</p> <p>My productivity of two-person online meeting improves when working from home</p> <p>My productivity of online meeting with 3-8 people improves when working from home</p> <p>My productivity of online meeting with more than 9 people improves when working from home</p>	Yang et al. (2023)
<p><b>Worker's Intention to Continue Working Hybrid</b></p> <p>I will consider working hybrid in the future</p> <p>My general intention to do hybrid working is very high</p> <p>Next time I have the opportunity, I will do hybrid working</p>	Bauer et al. (2005)