
THE EFFECT OF IMPLEMENTING HYBRID WORK ON WORK-LIFE BALANCE, JOB SATISFACTION, AND EMPLOYEE WELLBEING



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Abstract

This study aims to analyze the effect of implementing a Hybrid Working Arrangement policy on work-life balance, employee satisfaction, and employee well-being at PT ABC. The methodology used is a quantitative approach, with data collection through a survey distributed to 255 employees of PT ABC. Data analysis was carried out using the Structural Equation Modeling (SEM) method. The results of this study indicate that hybrid working arrangements do not have a significant direct effect on employee well-being. This study also found that there is a direct effect of hybrid working arrangements on well-being through increasing work-life balance and employee satisfaction. These findings provide important insights for the management of PT ABC and other companies in implementing hybrid working policies to improve employee wellbeing.

Keywords: Hybrid Work, Work-Life Balance, Employee Satisfaction, Wellbeing

INTRODUCTION

In late December 2019, doctors in Wuhan, China, identified an unusual case of pneumonia and reported it to the World Health Organization (WHO). On January 26th, 2020, the WHO identified and publicly announced a novel coronavirus, COVID-19, an infectious disease caused by severe acute respiratory syndrome coronavirus. The main symptoms of COVID-19 include cough, fever, and shortness of breath, as well as other symptoms such as muscle pain, diarrhea, sore throat, loss of smell, and abdominal pain. The virus then spread globally and was declared a pandemic (Miyake et al., 2020; Oakman et al., 2020; Daneshfar et al., 2022). In early 2020, the WHO declared a global pandemic due to the rapid rate of spread of the virus and its significant impact on public health. The COVID-19 pandemic has changed the business landscape around the world. President Joko Widodo issued Perppu Number 1 of 2020 in response to the COVID-19 pandemic declared by WHO, which has caused many fatalities and material losses, impacting social, economic, and community welfare aspects, to maintain state financial policies and the stability of the financial system (Syauqi, 2020).

In response to the evolving situation, many companies around the world are facing a dilemma. They must maintain business continuity while protecting the health and safety of employees. Work from home (WFH) is often defined as a work arrangement in which employees perform their work duties from a location other than their main office, usually their own home. This arrangement is supported by digital communication technologies that allow flexibility in when and where they work. The most common definition used by researchers includes elements of flexibility, better time management, and the integration of technology to support remote communication and collaboration (Bloom, 2022).

The implementation of WFH allows companies to ensure that core operations can continue while protecting employees from the risk of virus transmission. In addition, it also allows companies to test the feasibility of remote work and the technology infrastructure that supports it. In the first few months of the pandemic, many companies experienced challenges in adjusting to this work model, but over time, they began to optimize remote work processes. To increase employee productivity and performance during the pandemic, many companies

implemented work motivation, which emphasizes the motivational factors and employee abilities in working, because motivation is important in increasing work productivity and providing new enthusiasm, especially during the pandemic (Fauzi et al., 2022).

After the end of the COVID-19 pandemic, one form of work arrangement that has emerged and become a common practice in companies is the hybrid working arrangement (HWA). This work arrangement allows workers to work flexibly from their workplace or office and remotely or outside the office. This is the result of various company policies and efforts to maintain the organization and its employees during the pandemic that has been passed. Hybrid Working as part of the Flexible Working Arrangement is a strategy implemented by organizations to enable employees to balance demands from various parties, through flexible work arrangements that include flexibility in scheduling work hours, number of work hours, and place of work, which is predicted to increase job satisfaction, agency commitment, work-life balance, and employee performance (Darpin et al., 2023).

This system not only gives employees the freedom to choose their own work time and location, but also offers the potential to improve work-life balance, job satisfaction, and employee wellbeing. Job satisfaction can be influenced by a variety of factors, including working conditions, relationships with coworkers and superiors, and career development opportunities (Astuti et al, 2023). Employees who are satisfied with their jobs tend to perform better, have a higher commitment to the organization, and are less likely to leave their jobs. In addition, job satisfaction also contributes to employee psychological well-being, which in turn can improve the overall productivity and efficiency of the organization.

One of the companies that still maintains this work system is PT ABC. The work system implemented for their workers is that each division is given a mandatory work-from-office schedule for two weeks and work from anywhere for the next two weeks. This hybrid work system is still maintained by PT ABC because it is considered to be able to adapt to the development of workforce trends, the increasingly effective use of technology in work, and provide benefits for their workers (Sinadela et al., 2023). PT ABC is one of the main financial institutions in Indonesia that is responsible for trading stocks and other financial instruments in the Indonesian capital market.

Based on the results of the employee engagement survey, it was found that the main aspiration of employees is employee well-being, with a percentage of 34%. Health facilities are also an important concern, desired by 22% of employees. Furthermore, 18% of employees emphasize the importance of a supportive work environment and system. Career opportunities get attention from 8% of employees, while training and development attract the interest of 7% of employees. The remaining 11% expressed various other aspirations. These results show that the welfare and health facilities aspects are the main priorities for employees in creating an optimal work environment and supporting their productivity and satisfaction. Based on the results of the employee survey, the points "Employee Welfare" and "Health Facilities" are points related to employee well-being, while the points "Work Environment and System" can be associated with the work-life balance aspect. In addition, the point "Career Opportunities" can be associated with employee satisfaction, where clear career opportunities can fulfill the expectations of PT ABC employees. Thus, from the points of the PT ABC employee survey, it is possible to see how the implementation of hybrid work can support the creation of these things.

In the strategy of several companies to ensure talent availability and retention, several aspects that are of concern are flexibility and protection, and health and well-being (World Economic Forum, 2023). Where this is also a concern for PT ABC in ensuring the availability of talent and retaining it. Thus, HWA remains a significant aspect in the evolution of the post-pandemic world of work. Through this research, it is hoped that the benefits, challenges, and impacts of the new work system on worker productivity and well-being can be identified. With a better understanding of the hybrid working arrangement system, companies can make strategic decisions about whether the work system is worth maintaining or needs to be adjusted to post-pandemic conditions.

REVIEW OF LITERATURE

Employee Wellbeing

According to Juniper (2010), the definition of employee well-being is part of the well-being obtained by individuals or employees through their work, which can be influenced by

the employee's work environment. The work environment in question includes job characteristics, employee workload, relationships with coworkers, and facilities at the employee's workplace. Employee well-being is related to the psychological condition of employees at work and is influenced by the work environment (Rizky & Sadida, 2019).

Hybrid Work System

Hybrid Work is a combination of physical presence with work from another location through technology. Indefinitely, hybrid work combines both modalities, namely face-to-face and telework.

Work-Life Balance

The concept of work-life balance is based on the idea that work-life and personal life complement each other in achieving perfection in one's life (Sampurna & Suharnomo, 2023). In addition, each person implements work flexibility in different ways, which results in different outcomes in terms of well-being and work-life balance (Chung and Van der Lippe, 2020).

Job Satisfaction

Job satisfaction is an attitude in which an individual's behavior is determined by the extent to which he or she feels satisfied with his or her job (Manggasa & Tanuwijaya, 2023). Job satisfaction is described as the emotional state of a worker when something pleasant and rewarding has occurred as part of the results of their job assessment or experience at work. The worker feels satisfaction as something that helps and facilitates their work achievement (Clark, 1996).

RESEARCH METHOD

Research Design

Referring to Malhotra's (2010) research design classification, the research used in this research is conclusive-descriptive with design and single cross-sectional design. This descriptive research aims to describe the characteristics of respondents in a structured

manner. Meanwhile, the single cross-sectional design used will be in the form of one-by-one samples taken from the target population from the sample carried out only once (Maholtra, 2010).

The data in this study were collected using a survey technique by distributing questionnaires to respondents who had met the criteria determined by the researcher. This data collection process was carried out systematically to ensure that the information obtained was relevant and accurate in accordance with the objectives of the study. After the data was collected from the respondents, the next step was to process the data. Data processing from the questionnaire will be carried out using the Structural Equation Modeling (SEM) method, which allows researchers to analyze the structural relationships between the variables studied. The SEM method was chosen because of its ability to handle various variables simultaneously and provide more comprehensive and accurate results in understanding the dynamics of the relationship between variables in this study.

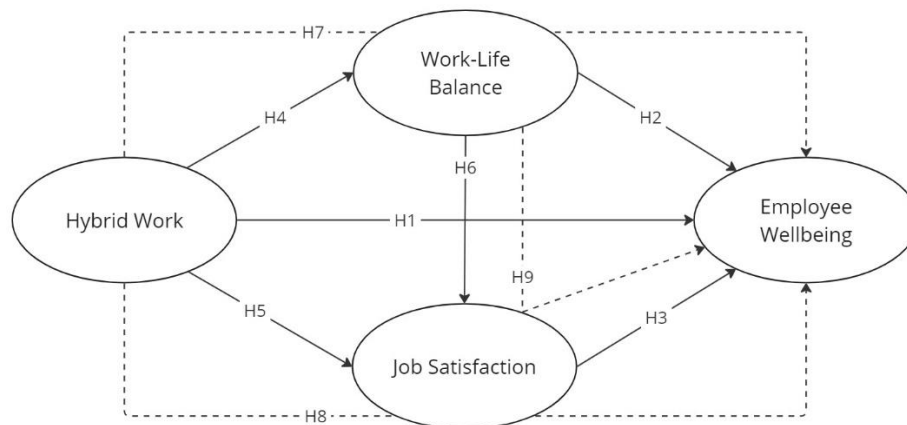


Figure 1.
Research Model

Source: Researcher Processed Results (2024)

Sampling Method

The sampling method in this study used non-probability sampling with a purposive sampling technique. This technique was chosen because not all members of the population have the same opportunity to become research samples. In purposive sampling, sample selection is based on the researcher's subjective assessment that certain individuals are considered appropriate or relevant for research purposes (Etikan, Musa, & Alkassim, 2016).

Researchers use certain assessments and criteria to determine who will be sampled, thus ensuring that the selected sample has the characteristics needed to answer the research questions specifically and in-depth. This approach allows researchers to obtain more relevant and contextual data, although with a compromise on the generalization of research results to a wider population.

RESULTS AND DISCUSSION

Measurement Model Analysis

At this analysis stage, the researcher analyzes the relationship between each latent variable with the observed variables or variables that describe the existing latent variables. The analysis of the measurement model in this study uses confirmatory factor analysis (CFA) and aims to see the validity, reliability, and suitability of the research model. In this study, the researcher used a two-stage approach, namely conducting an initial CFA analysis before conducting a CFA analysis on the structural model. The relationship between latent variables and their indicators is first-order and second-order. In this study, the first-order variable is job satisfaction. The second-order variables are hybrid work, work-life balance, and employee well-being because these three variables have indicators that are described in dimensions, so it is necessary to simplify the model before conducting a CFA as a whole. The stages of simplifying this model are summarizing the model from second order to first order and creating a latent variable score (LVS). From the LVS value obtained from the second-order analysis, it will then be used to analyze the CFA which includes all latent variables in this study.

The analysis method used for this measurement model is by looking at the values standardized loading factor (SLF) of each observed variable in the model to meet the criteria for good validity. For this reason, the SLF criterion is used which has a value greater than or equal to 0.50. Meanwhile, the level of model reliability can be seen using construct reliability (CR) and variance extracted (VE). The minimum CR used is 0.70 and the minimum AV is 0.5.

After it is found whether the research variables meet the validity and reliability requirements, then a general evaluation is carried out on the degree of suitability between the data and the research model. Table 1. is the result of the first level validity and reliability test for each indicator in the variable hybrid work, work-life balance, job satisfaction, and employee wellbeing.

Table 1.
Level 1 Validity and Reliability Test of Measurement Model

Variables	Indicator	SLF	Error	Note	CR	AVE	Caption
Hybrid Work	ATF1	0.79	0.38	Valid	0.89	0.67	Reliable
	ATF2	0.87	0.24	Valid			
	ATF3	0.81	0.34	Valid			
	ATF4	0.80	0.36	Valid			
	SFR1	0.72	0.48	Valid			
	SFR2	0.83	0.32	Valid			
	SFR3	0.84	0.29	Valid			
	SFR4	0.85	0.27	Valid			
	SFR5	0.79	0.37	Valid			
Work-Life Balance	WIP1	0.81	0.34	Valid	0.90	0.58	Reliable
	WIP2	0.73	0.47	Valid			
	WIP3	0.75	0.43	Valid			
	WIP4	0.73	0.47	Valid			
	WIP5	0.66	0.57	Valid			
	WIP6	0.81	0.35	Valid			
	WIP7	0.81	0.35	Valid			
	PLI1	0.81	0.34	Valid			
	PLI2	0.75	0.43	Valid			
	PLI3	0.75	0.43	Valid			
	PLI4	0.53	0.72	Valid			
	WPL1	0.57	0.68	Valid			
	WPL2	0.79	0.38	Valid			
	WPL3	0.86	0.26	Valid			
WPL4	0.80	0.36	Valid				
Job Satisfaction	JSA1	0.75	0.44	Valid	0.87	0.62	Reliable
	JSA2	0.84	0.30	Valid			
	JSA3	0.81	0.34	Valid			
	JSA4	0.74	0.45	Valid			

Employee Wellbeing	LWB1	0.83	0.31	Valid	0.89	0.74	Reliable
	LWB2	0.83	0.31	Valid			
	LWB3	0.91	0.16	Valid			
	WWB1	0.81	0.35	Valid	0.90	0.74	Reliable
	WWB2	0.90	0.19	Valid			
	WWB3	0.88	0.23	Valid			
	PWB1	0.91	0.18	Valid	0.87	0.78	Reliable
	PWB2	0.85	0.27	Valid			

Source: Researcher's processing

The results show that all indicators in the variables hybrid work, work-life balance, job satisfaction, and employee wellbeing have SLF values above 0.5. In addition, each dimension in all variables has a CR value above 0.7 and an AVE value above 0.5. Thus, it can be concluded that the first-order measurement of all variables in this study meets the criteria for validity and reliability. This ensures that all aspects relevant to the validity and reliability testing are described appropriately and that the conclusions are based on generally accepted criteria in confirmatory factor analysis.

After conducting level one validity and reliability testing for each indicator in the hybrid work, work-life balance, job satisfaction, and employee wellbeing variables, level two validity and reliability testing was conducted for each dimension in the hybrid work, work-life balance, and employee wellbeing variables.

Table 2.
Validity and Reliability Test Level 2 Measurement Model

Variables	Dimensions	SLF	Error	Caption	CR	AVE	Caption
Hybrid Work	ATF	0.93	0.13	Valid	0.78	0.65	Reliable
	SFR	0.66	0.57	Valid			
Work-Life Balance	WIP	0.96	0.07	Valid	0.94	0.84	Reliable
	PLI	0.98	0.04	Valid			
	WPL	0.79	0.38	Valid			
Employee Wellbeing	LWB	0.90	0.19	Valid	0.96	0.89	Reliable
	WWB	0.98	0.04	Valid			
	PWB	0.94	0.11	Valid			

Source: Researcher's processing

Table 2 shows the results of the second-level validity and reliability. All dimensions used in each variable have SLF values above 0.5, as well as CR values above 0.7, and AVE values above 0.5. Based on these results, it can be concluded that the second-order

measurement for all dimensions in the variables studied meets the validity and reliability criteria. This shows that the measurement model used in this study can be relied on to describe the relationship between latent variables and their dimensions.

Structural Model Analysis

The analysis of this structural model is carried out through two main steps. The first is to test the fit of the structural model, which includes evaluating various Goodness of Fit measures such as chi-square value, Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), Goodness-of-Fit Index (GFI), and Comparative Fit Index (CFI). These measures help determine the extent to which the proposed model fits the observed data. Better values of these measures indicate that the model has an adequate fit to the data and is reliable in explaining the relationships between variables.

Second, after ensuring the suitability of the model, a causal relationship analysis is carried out in the research model. This analysis aims to test whether the relationship between constructs in the model has statistical significance. In this step, a significance level of 5% is used, which means that the t-value used to determine significance is 1.64. If the t-value of the causal relationship exceeds 1.96, then the relationship is considered significant. This analysis is important to confirm whether the proposed hypothesis can be supported by the data and whether the identified constructs have a meaningful influence on each other in the context of this study. Thus, these two steps provide a strong basis for concluding the validity and reliability of the structural model in the study.

Structural Model Goodness of Fit Test Analysis

Table 3.
Structural Model Fit Test Analysis

Goodness-of-Fit Measure	Match Level	Mark	Category
Absolute Fit Measures			
Chi-Square Statistics	Approaching zero	449.89 (P = 0.0)	Good fit

Goodness-of-Fit Index (GFI)	GFI ≥ 0.90 is good fit \leq GFI < 0.90 is marginal fit	0.84	Marginal fit
Root Mean Square Error of Approximation (RMSEA)	RMSEA ≤ 0.08 is a good fit	0.076	Good fit
Expected Cross-Validation Index (ECVI)	The smaller the value, the better	Model = 2.01 Saturated = 0.61 Independence = 36.81	Good fit
Incremental Fit Measures			
Tucker-Lewis Index or Non-Normed Fit Index (TLI or NNFI)	TLI ≥ 0.90 is good fit \leq TLI < 0.90 is marginal fit	0.93	Good fit
Normed Fit Index (NFI)	NFI ≥ 0.90 is good fit \leq NFI < 0.90 is marginal fit	0.94	Good fit
Adjusted Goodness of Fit Index (AGFI)	AGFI ≥ 0.90 is good fit $0.80 \leq$ AGFI < 0.90 is marginal fit	0.81	Marginal fit
Relative Fit Index (RFI)	RFI ≥ 0.90 is good fit \leq RFI < 0.90 is marginal fit	0.92	Good fit
Incremental Fit Index (IFI)	IFI ≥ 0.90 is good fit \leq IFI < 0.90 is marginal fit	0.95	Good fit
Comparative Fit Index (CFI)	CFI ≥ 0.90 is good fit \leq CFI < 0.90 is marginal fit	0.95	Good fit
Parsimonious Fit Measures			
Parsimonious Goodness of Fit (PGFI)	The re-specification stage of the GFI with higher values shows greater alternatives for comparing models.	0.48	Good fit

Akaike Information Criterion (AIC)	Positive numbers and having small amounts are better parsimony. AIC approaching saturated indicates a good fit.	Independence = 9350.43 Model = 509.89 Saturated = 156.00	Good fit
Consistent Akaike Information Criterion (CAIC)	Positive numbers and having small amounts are better parsimony. CAIC approaches saturation indicating a good fit.	Independence = 9404.93 Model = 646.13 Saturated = 510.22	Good fit

Several other goodness-of-fit measures based on Table 3. show the marginal fit results, namely GFI and AGFI. GFI with a value of 0.84 is included in the marginal fit category, indicating that this model is close to a good fit but still needs some improvements to achieve an optimal level of fit. AGFI with a value of 0.81 is also included in the marginal fit category. However, most of the other measures fall into the good fit category. RMSEA with a value of 0.076 indicates that this model has a good fit, indicating that this model can explain data with minimal error. In addition, measures such as TLI, NFI, RFI, IFI, and CFI show values above 0.90, indicating a very good model fit.

Causal Relationship Analysis

Table 4.
Results of Causal Relationship Analysis

Hypothesis	Channel	SLF	T-value	Conclusion
1	Hybrid work → Employee wellbeing	0.62	4.37	Significant
2	Work-life balance → Employee wellbeing	0.65	1.95	Significant
3	Job satisfaction → Employee wellbeing	0.52	2.02	Significant
4	Hybrid work → Work-life balance	0.96	19.20	Significant
5	Hybrid work → Job satisfaction	0.79	1.96	Significant
6	Work-life balance → Job satisfaction	0.98	8.41	Significant
7	Hybrid work → Work-life balance → Employee wellbeing	0.79	10.39	Significant
8	Hybrid work → Job satisfaction → Employee wellbeing	0.86	10.35	Significant

9	Work-life balance → Job satisfaction → Employee wellbeing	0.65	2.13	Significant
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Table 4. presents the results of the causal relationship analysis between the variables tested in this study. Each hypothesis tested in the research model shows a significant relationship between the variables. The significance of the relationship is measured using the t-value, with a t-value that exceeds the threshold for a one-way test (t-value > 1.64) indicating that the relationship is significant.

These results indicate that hybrid work, work-life balance, and job satisfaction have a significant influence on employee well-being, both directly and through the mediation of other variables.

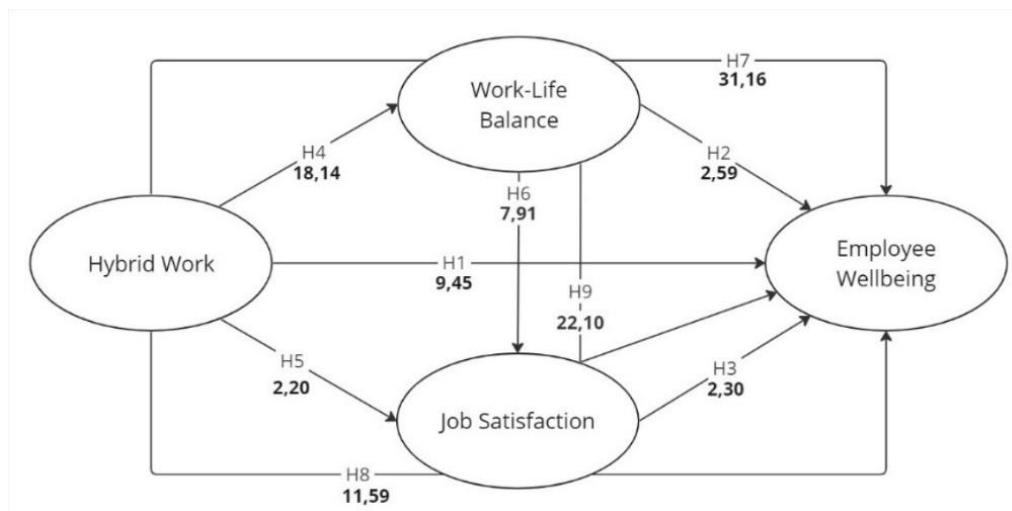


Figure 2.
T-Value of Research Model
 Source: Researcher Processed Results (2024)

Hypothesis Testing

Structural model analysis is done by looking at the t-value. This t-value is used to describe the relationship between research variables. Specifically, the t-value is used to test the statistical significance of the relationship between latent variables in the model. A hypothesis that has a significant influence can be identified if the t-value is greater than 1.64 (t-value > 1.64), which refers to a significance level of 5% in a one-tailed test. This means

that when the t-value is greater than this value, the hypothesis indicates that there is a significant relationship between the variables being tested (Hair et al., 2019).

Thus, hypothesis testing using this t-value allows researchers to identify significant influences in the structural research model. This means that if the t-value for a path coefficient exceeds 1.64, then the relationship can be considered statistically significant, indicating that the independent variable has a real influence on the dependent variable. Conversely, if the t-value is less than 1.64, then the relationship is considered insignificant, meaning that there is insufficient evidence to state the existence of an influence between the variables.

After the t-value of the influence of the latent variable with the latent variable in this study is known, a more in-depth analysis of the t-value will be carried out based on the output table from the LISREL software. This table will list all t-values for each path in the structural model, allowing researchers to see which relationships are significant and which are not. This process is very important because it helps in validating research hypotheses, identifying key causal pathways, and providing insight into the complex dynamics between the various variables in the model.

This analysis not only confirms the validity of the structural model but also helps in directing attention to important areas that may require further intervention or development. By knowing which paths are significant, researchers can direct their efforts to better understand the mechanisms underlying the relationships between variables and can provide more appropriate recommendations based on the research findings. Therefore, hypothesis testing using t-value is a critical step in structural model analysis that provides a strong basis for the interpretation and practical application of research results.

Table 5.
Hypothesis Testing

Hypothesis	Hypothesis	T-value	Research Result
1	Hybrid work has a positive impact on employee wellbeing	4.37	Supporting Hypothesis
2	Work-life balance has a positive effect on employee wellbeing	1.95	Supporting Hypothesis

Hypothesis	Hypothesis	T-value	Research Result
3	Job satisfaction has a positive effect on employee wellbeing	2.02	Supporting Hypothesis
4	Hybrid work has a positive impact on work-life balance	19.20	Supporting Hypothesis
5	Hybrid work has a positive effect on job satisfaction	1.96	Supporting Hypothesis
6	Work-life balance has a positive effect on job satisfaction	8.41	Supporting Hypothesis
7	Work-life balance mediates the relationship between hybrid work and employee wellbeing	31.16	Supporting Hypothesis
8	Job satisfaction mediates the relationship between hybrid work and employee wellbeing	11.59	Supporting Hypothesis
9	Job satisfaction mediates the relationship between work-life balance and employee wellbeing	22.07	Supporting Hypothesis

Source: Researcher's processing

H1: Hybrid work has a positive effect on employee wellbeing

Based on the results of data processing obtained, it is known that there is a significant relationship between hybrid work and employee well-being with a t-value of 4.37. With a t-value above 1.64 and supporting the first hypothesis (H1), the H1 of this study can be accepted.

H2: Work-life balance has a positive effect on employee wellbeing

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between work-life balance and employee wellbeing with a t-value of 1.95. With a t-value above 1.64, the second hypothesis (H2) of this study is accepted.

H3: Job satisfaction has a positive effect on employee wellbeing

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between job satisfaction and employee well-being with a t-value of 2.02. With a t-value above 1.64, the third hypothesis (H3) of this study is accepted.

H4: Hybrid work has a positive effect on work-life balance

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between hybrid work and work-life balance with a t-value of 19.20. With a t-value above 1.64, the fourth hypothesis (H4) of this study is accepted.

H5: Hybrid work has a positive effect on job satisfaction

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between hybrid work and job satisfaction with a t-value of 1.96. With a t-value above 1.64, the fifth hypothesis (H5) of this study is accepted.

H6: Work-life balance has a positive effect on job satisfaction

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between work-life balance and job satisfaction with a t-value of 8.41. With a t-value above 1.64, the sixth hypothesis (H6) of this study is accepted.

H7: Work-life balance mediates the relationship between hybrid work and employee well-being

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between work-life balance as a mediator in the relationship between hybrid work and employee wellbeing with a t-value of 31.91. With a t-value above 1.64, the seventh hypothesis (H7) of this study is accepted.

H8: Job satisfaction mediates the relationship between hybrid work and employee well-being

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between job satisfaction as a mediator in the relationship between hybrid work and employee wellbeing with a t-value of 11.59. With a t-value above 1.64, the eighth hypothesis (H8) of this study is accepted.

H9: Job satisfaction mediates the relationship between work-life balance and employee well-being

Based on the results of data processing obtained, it is known that there is a significant and positive relationship between job satisfaction as a mediator in the relationship between

work-life balance and employee wellbeing with a t-value of 22.07. With a t-value above 1.64, the ninth hypothesis (H9) of this study is accepted.

CONCLUSION

After a series of research procedures have been carried out, then the conclusion of this research is drawn to answer the research questions and findings of this research. Based on the results of the data analysis that has been carried out by the researcher in the previous chapter, several conclusions can be presented as follows:

- a. Hybrid work has a significant direct influence on employee well-being. In addition, work-life balance and job satisfaction have been shown to have a positive and significant influence on employee well-being. This shows that the balance between work and personal life and high job satisfaction are important factors in improving employee well-being at PT ABC. Employees who can balance their work and personal lives, and feel satisfied with their work, tend to have better well-being.
- b. Hybrid work has a positive and significant effect on work-life balance and job satisfaction. This shows that the implementation of a hybrid work system at PT ABC can provide the flexibility needed by employees to balance their work and personal lives. In addition, hybrid work also increases employee job satisfaction by giving them more autonomy and flexibility in arranging their work schedules.
- c. Work-life balance has a positive and significant effect on job satisfaction. This shows that the balance between work and personal life is very important to improve employee satisfaction at PT ABC. Employees who have a good balance between work and personal life tend to feel more satisfied with their jobs and have a more positive outlook on their jobs.
- d. Work-life balance and job satisfaction mediate the effect of hybrid work on employee well-being at PT ABC. This suggests that hybrid work can indirectly improve employee well-being through increased work-life balance and job satisfaction. By providing greater flexibility, hybrid work helps employees balance their work and personal lives, ultimately

improving their well-being. Therefore, PT ABC which supports work-life balance and improves employee job satisfaction through hybrid work policies will be more likely to see improvements in overall employee wellbeing.

- e. Job satisfaction mediates the effect of work-life balance on employee well-being at PT ABC. Companies like PT ABC that focus on improving employee work-life balance through supportive policies and practices can see significant improvements in job satisfaction and employee well-being.

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