

How Is Employee Motivation Sustained in Flexible Work Settings? Hybrid Working and Work From Home as Key Predictors

Nicholas Keanen¹, Enny Noegraheni Hindarwati^{2*}

^{1,2}Universitas Bina Nusantara

Email: enny_noegraheni@binus.ac.id

Abstract

The shift from conventional office-based work to more flexible arrangements such as hybrid working and work from home (WFH) has raised questions about their effect on employee work motivation. This study aims to examine the influence of hybrid working and WFH, both partially and simultaneously, on employee work motivation. A quantitative causal research design was employed, involving 100 employees selected through random sampling from various companies that have implemented hybrid working and/or WFH systems. Data were collected using an online questionnaire and analyzed through validity and reliability testing, classical assumption testing, and multiple linear regression analysis. The results show that hybrid working has a significant positive effect on work motivation ($t = 4.229$; $\text{sig.} = 0.000$), and WFH also has a significant positive effect on work motivation ($t = 3.034$; $\text{sig.} = 0.003$). Simultaneously, hybrid working and WFH significantly influence work motivation ($F = 20.314$; $\text{sig.} = 0.000$), explaining 29.5% of its variance (Adjusted $R^2 = 0.295$). These findings indicate that flexible work arrangements, particularly WFH, play a dominant role in enhancing employee motivation by providing greater autonomy and a better work-life balance. Companies are encouraged to design clear policies that balance flexibility with structured communication and support in order to sustain employee motivation and performance within hybrid and remote working environments.

Keywords: hybrid working, work from home, work motivation, flexible work arrangement, employee performance

Introduction

Human resources are the primary driver of organizational performance, and the way employees carry out their work is largely shaped by the work system adopted by the organization (Herlambang et al., 2022). The COVID-19 pandemic that struck Indonesia in 2020 significantly disrupted conventional work-from-office (WFO) arrangements and accelerated the adoption of work from home (WFH) and hybrid working models across many organizations. Although initially introduced as an emergency response to mobility restrictions, flexible working arrangements have gradually evolved into strategic work-design alternatives that organizations may adopt beyond the pandemic. Hybrid working and WFH are therefore no longer viewed solely as temporary solutions but also as organizational choices for providing employees with greater flexibility in determining where and how work is performed.

Microsoft's Work Trend Index (2022) reported that most employees in Indonesia increasingly prefer hybrid working over a full return to the office, while Cisco (2022) found that hybrid working policies improved employee performance quality by up to 56.4% and produced a 53.4% positive index in productivity. However, the same report identified a "productivity paranoia" phenomenon, in which company leaders assume employees cannot work optimally unless physically present in the office, creating a potential mismatch between managerial expectations and employee preferences. The report indicated that 60% of Indonesian leaders wanted a full return to WFO, while 66% of employees preferred hybrid or remote working arrangements. These contrasting preferences

indicate that the effectiveness of flexible work arrangements depends not only on where employees work but also on how organizations design, communicate, and manage such arrangements.

This shift toward WFH and hybrid working has introduced new challenges related to employee work motivation and overall company performance. Widaningsih et al. (2020) note that maintaining employee productivity outside conventional routines is a central challenge, while Almira et al. (2021) emphasize that a supportive work environment and job security are important for sustaining employee commitment. Strategic management adaptation is equally important, as Sudiantini et al. (2023) stress the need for innovative strategies covering remote-work policy design, optimal use of digital technology, and effective communication between management and employees.

This study primarily draws on Herzberg's two-factor perspective to explain how changes in work design may be associated with employee motivation. Flexible work arrangements can influence motivational conditions by altering employees' responsibility, autonomy, recognition, working conditions, and interaction with supervisors and colleagues. Maslow's hierarchy of needs provides a complementary explanation, particularly regarding employees' needs for security, social interaction, recognition, and self-actualization. In this context, flexibility may provide employees with greater control over work arrangements, but its motivational benefits are likely to depend on whether employees continue to receive organizational support, communication, recognition, and opportunities for social interaction. Herlambang et al. (2022) argue that organizations that are responsive to employee needs, including the need for security amid uncertainty and opportunities for self-actualization through flexibility, are better able to sustain employee motivation.

Hybrid Working and Work Motivation

Hybrid working combines office-based and remote working arrangements, allowing employees to divide their working time between different work locations. From a motivational perspective, this arrangement can provide employees with greater flexibility in organizing their tasks while maintaining direct interaction with supervisors and colleagues. The combination of autonomy and social interaction may help employees manage work responsibilities more effectively and maintain motivation. At the same time, hybrid arrangements require clear scheduling, coordination, and organizational support because employees must adapt to two different working environments.

Previous studies provide support for the potential benefits of hybrid working, although the findings are not entirely uniform. Aprilina and Martdianty (2023) showed that hybrid working is associated with improvements in employee satisfaction and perceived productivity, suggesting that greater flexibility can create more favorable work experiences. Conversely, Sofiana and Septiani (2022) found that poorly managed changes in work systems may negatively affect employee outcomes. These findings indicate that hybrid working does not automatically generate positive motivational outcomes; its effectiveness may depend on the quality of work design, coordination, communication, and organizational support. The specific relationship between hybrid working and employee work motivation therefore remains relevant for further empirical examination. Based on these theoretical arguments and previous findings, the following hypothesis is proposed:

H1: Hybrid working has a positive and significant effect on employee work motivation.

Work From Home and Work Motivation

WFH provides employees with greater spatial flexibility by allowing work responsibilities to be performed outside the conventional office environment. Such flexibility can reduce commuting demands, provide employees with greater discretion in organizing their daily activities, and potentially facilitate a better integration of work and personal responsibilities. From a motivational perspective, greater discretion over how work is organized may increase employees' sense of

responsibility and autonomy. However, these potential benefits may be reduced when employees experience inadequate technological support, limited communication, social isolation, or difficulties separating work and personal roles.

Empirical findings provide evidence that WFH can support employee motivation under appropriate conditions. Wang et al. (2020) explain that effective remote working is strongly influenced by work design and the degree of autonomy, social support, monitoring, and workload experienced by employees. Gajendran and Harrison (2021) also report favorable psychological consequences associated with telecommuting, particularly when employees are given greater flexibility and control over their work. Nevertheless, Shidqi et al. (2023) indicate that digitalization-related challenges may reduce work efficiency when employees do not possess adequate technological capabilities. Thus, although previous literature generally identifies potential motivational benefits of remote working, its outcomes remain dependent on organizational and individual conditions. Based on these arguments, the second hypothesis is formulated as follows:

H2: Work from home has a positive and significant effect on employee work motivation.

Hybrid Working, Work From Home, and Work Motivation

Hybrid working and WFH represent two forms of flexible work arrangements that provide employees with alternatives to fully office-based work. Although they differ in the degree of physical presence required, both arrangements change employees' control over working time, location, communication, and interaction with the organization. When appropriately managed, these arrangements may jointly create working conditions that support flexibility, responsibility, and employee needs, thereby contributing to stronger work motivation. Conversely, inadequate communication, technological limitations, and insufficient managerial support may reduce these benefits.

Existing studies show that flexible working arrangements can produce favorable outcomes, but they also identify implementation challenges that may undermine employee work experiences. Wang et al. (2020) emphasize the importance of effective work design in remote working, while Sofiana and Septiani (2022) demonstrate that changes in work systems may generate unfavorable outcomes when implementation is not properly managed. Therefore, what remains unresolved is the extent to which hybrid working and WFH jointly explain employee work motivation across employees from different organizational settings. Examining their simultaneous contribution is important because organizations may implement these arrangements concurrently rather than as completely separate work systems. Accordingly, the third hypothesis is proposed as follows:

H3: Hybrid working and work from home simultaneously have a significant effect on employee work motivation.

Given these theoretical arguments and the remaining empirical uncertainty, this study examines three relationships: the relationship between hybrid working and employee work motivation, the relationship between WFH and employee work motivation, and the simultaneous contribution of both flexible work arrangements to employee work motivation. By examining these relationships, the study seeks to provide empirical evidence regarding how contemporary flexible work arrangements are associated with employee motivation beyond their initial role as emergency working arrangements during the COVID-19 pandemic.

Method

This study employed a quantitative explanatory design to examine the relationships between hybrid working (X1), work from home (WFH) (X2), and employee work motivation (Y). The explanatory design was selected because the study statistically examines whether variations in hybrid working and WFH are associated with variations in employee work motivation.

The population consists of employees working under hybrid working and/or WFH arrangements. The target population was defined as employees from companies that had formally implemented either hybrid working, WFH, or a combination of both work arrangements. Eligible respondents were required to be active employees, have experience working under at least one of these flexible work arrangements, and be willing to complete the online questionnaire. Employees who had worked exclusively under conventional work-from-office arrangements without experience of hybrid working or WFH were not included in the study.

A sample of 100 employees from various companies that have implemented these work systems was selected using a random sampling technique. Respondents were recruited from the accessible population of employees meeting the inclusion criteria. Random selection was applied within the available respondent pool to reduce systematic selection bias. However, because respondents came from multiple companies, the sampling procedure should be interpreted in relation to the accessible sampling frame rather than the entire population of employees implementing flexible work arrangements. The sample included employees with experience in hybrid working and/or WFH; therefore, respondents may have experienced one or both arrangements. The available study information does not establish that all 100 respondents had worked under both systems. Accordingly, the respondents represent a combined group of employees exposed to flexible work arrangements.

Data were collected through an online questionnaire using structured items corresponding to the operational indicators of each research variable. Hybrid working was measured through indicators of work flexibility, work planning, work scheduling, employee and manager readiness, employee treatment, fairness and transparency, and work success. WFH was measured using indicators of work-life balance, flexibility, time saving, quality time, and technological support adapted from Mustajab et al. (2020) and Fitriani et al. (2021). Work motivation was measured using Hasibuan's (2020) indicators: physiological needs, safety needs, social needs, and recognition. Responses to the questionnaire were quantified to generate composite scores for each variable before statistical analysis. The operationalization of the research variables is presented in Table 1.

Table 1. Operationalization of Research Variables

Variable	Operational Definition	Indicators	Source
Hybrid Working (X1)	A flexible work arrangement combining office-based and remote working activities, allowing employees to perform their responsibilities across different work locations.	Work flexibility; work planning; work scheduling; employee and manager readiness; employee treatment; fairness and transparency; work success	Aprilina & Martdianty (2023)
Work From Home (X2)	A work arrangement in which employees perform job responsibilities outside the conventional office, primarily from home, with organizational and technological support.	Work-life balance; flexibility; time saving; quality time; technological support	Mustajab et al. (2020); Fitriani et al. (2021)
Work Motivation (Y)	The internal and external drive that encourages employees to direct and sustain their effort in completing work responsibilities.	Physiological needs; safety needs; social needs; recognition	Hasibuan (2020)

Prior to hypothesis testing, the research instrument was subjected to validity testing using factor analysis and reliability testing using Cronbach's Alpha, with a threshold value of 0.70. These



procedures were conducted to assess whether the questionnaire items adequately represented their respective constructs and demonstrated sufficient internal consistency. Data analysis proceeded through descriptive statistics, the classical assumption test including normality testing using the Kolmogorov–Smirnov test, and multiple linear regression analysis, following the model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

where Y is the dependent variable (work motivation), X1 and X2 are the independent variables (hybrid working and WFH), β_0 is the constant, β_1 and β_2 are the regression coefficients, and e is the error term. Hypothesis testing was carried out using the partial t-test, the simultaneous F-test, and the coefficient of determination (Adjusted R²).

Results and Discussion

Respondent Characteristics

Of the 100 respondents, 43 were male and 57 were female. Most respondents (65%) were between 29 and 34 years old, indicating that the productive-age group was the most engaged with hybrid working and WFH arrangements. In terms of education, respondents were fairly evenly distributed: 28% held a senior-high-school qualification, 24% a diploma (D3), 22% a bachelor's degree (S1), and 26% a master's degree (S2). Regarding the duration of exposure to hybrid working or WFH, 19% had adopted the system for less than six months, 29% for six months to one year, 24% for one to two years, and 28% for more than two years suggesting that a majority of respondents had accumulated at least six months of experience under flexible work arrangements.

Table 2. Descriptive Statistics

Variable	N	Min	Max	Mean	Std. Deviation
Hybrid Working	100	1.60	5.00	4.3820	0.79193
Work From Home	100	2.40	5.00	4.6080	0.35836
Work Motivation	100	2.00	5.00	4.5060	0.61263

Validity and reliability testing confirmed that all items measuring Hybrid Working (X1), WFH (X2), and Work Motivation (Y) were valid, with computed r-values exceeding the r-table value of 0.1966. Reliability testing produced Cronbach's Alpha values of 0.824 for both X1 and X2 (high reliability) and 0.458 for Y (acceptable/moderate reliability). The Kolmogorov–Smirnov normality test on the regression residuals yielded an Asymp. Sig. (2-tailed) value of 0.200, exceeding the 0.05 threshold, confirming that the residuals are normally distributed and that parametric regression analysis is appropriate.

Table 3. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.037	0.676	-	1.534	0.128
Hybrid Working	0.297	0.070	0.384	4.229	0.000
Work From Home	0.470	0.155	0.275	3.034	0.003

Dependent Variable: Work Motivation

The resulting regression equation is: Work Motivation = 1.037 + 0.297 (Hybrid Working) + 0.470 (WFH) + e. The partial t-test shows that hybrid working has a significant effect on work

motivation ($t = 4.229 > t\text{-table } 1.660$; $\text{sig.} = 0.000 < 0.05$), and WFH also has a significant effect on work motivation ($t = 3.034 > t\text{-table } 1.660$; $\text{sig.} = 0.003 < 0.05$).

Table 4. Simultaneous Test (F-Test) and Coefficient of Determination

Test	Value	df	Sig. / R ²
F (ANOVA)	20.314	2, 97	0.000
R	0.543	-	-
Adjusted R ²	0.295	-	-

The F-test result ($F = 20.314 > F\text{-table } 3.09$; $\text{sig.} = 0.000 < 0.05$) confirms that hybrid working and WFH simultaneously and significantly affect work motivation. The Adjusted R² value of 0.295 indicates that hybrid working and WFH jointly explain 29.5% of the variance in work motivation, while the remaining variance is explained by factors outside this model.

Discussion

Hybrid Working and Employee Work Motivation

The results show that hybrid working has a positive and significant relationship with employee work motivation ($B = 0.297$; $\beta = 0.384$; $t = 4.229$; $p < 0.001$). This finding confirms that employees who experience a more favorable hybrid working arrangement demonstrate higher work motivation. The result is consistent with Suzana (2022), who explains that hybrid working enables employees to balance office- and home-based tasks and creates a more comfortable working situation. Laurensia et al. (2022) further explain that well-structured hybrid schedules allow employees to organize office and home-based responsibilities more effectively and adapt to changing work demands.

The positive relationship is explained by the flexibility embedded in hybrid work arrangements. Employees are able to organize work activities across office and remote settings while maintaining direct interaction with supervisors and colleagues. This combination supports work autonomy without eliminating workplace social interaction. In this study, these mechanisms are not measured as separate variables; rather, they provide a theoretical explanation for the significant relationship identified in the regression analysis.

The effectiveness of hybrid working nevertheless depends on the quality of its implementation. Christian (2022) explains that employees must manage two different work routines, WFH and WFO, which require organizational planning and long-term management. Therefore, hybrid working supports motivation when work schedules, coordination, communication, and responsibilities are clearly structured. Poorly organized hybrid arrangements instead increase adjustment demands and psychological strain. This condition establishes an important boundary for the present finding: the motivational value of hybrid working is determined not simply by flexibility itself, but by how effectively the organization manages that flexibility.

Work From Home and Employee Work Motivation

The results also show that WFH has a positive and significant relationship with employee work motivation ($B = 0.470$; $\beta = 0.275$; $t = 3.034$; $p = 0.003$). This finding confirms that a more favorable WFH arrangement is associated with higher employee work motivation, even after hybrid working is included in the regression model.

This result is consistent with Wang et al. (2020), who demonstrate that effective remote working is supported by flexibility in work design, and with Gajendran and Harrison (2021), who

report positive employee outcomes when telecommuting provides greater autonomy. These studies explain the mechanism underlying the present finding: WFH increases employees' control over the organization of their work and reduces dependence on a fixed physical workplace. Greater control over work arrangements strengthens employee autonomy, which supports motivation.

Suzana (2022) and Robelski et al. (2019) also emphasize that WFH is effective when employees demonstrate responsibility and when communication with colleagues and supervisors remains clear. Schall (2019) reports motivational benefits of WFH across gender groups, while De Vos et al. (2019) identify teleworking as a sustainable form of work when it is properly managed. Accordingly, the effectiveness of WFH is conditional on adequate communication, technological support, clear responsibilities, and an appropriate home-working environment. These conditions are not additional empirical findings of the present study but established explanations from the literature used to interpret the significant regression result.

The finding therefore does not imply that physical separation from the office itself increases motivation. Rather, motivation increases when WFH provides flexibility while the organization maintains the resources, communication, and work structure required for employees to perform their responsibilities effectively.

Hybrid Working and Work From Home as Joint Predictors of Employee Work Motivation

The simultaneous test shows that hybrid working and WFH jointly have a significant relationship with employee work motivation ($F = 20.314$; $p < 0.001$). The Adjusted R^2 value of 0.295 indicates that the two variables explain 29.5% of the variance in work motivation. These results confirm that flexible work arrangements constitute a significant component of employee work motivation, although 70.5% of the variation is explained by factors outside the present model.

Morgeson and Humphrey (2020) explain that work design shapes employees' motivational experiences because the way work is structured determines the autonomy, responsibility, and interaction embedded in employees' jobs. The present findings are consistent with this perspective. Both hybrid working and WFH change the structure of work by increasing flexibility in work location and work organization. Their simultaneous significance demonstrates that the design of flexible working arrangements is directly relevant to employee motivation.

The relative contribution of the two predictors must be interpreted using standardized coefficients rather than unstandardized coefficients. Hybrid working has a standardized coefficient of $\beta = 0.384$, whereas WFH has $\beta = 0.275$. Therefore, hybrid working is the stronger predictor of employee work motivation in this model. Although the unstandardized coefficient of WFH ($B = 0.470$) is larger than that of hybrid working ($B = 0.297$), these values cannot be directly compared to determine variable dominance because they remain dependent on the original measurement scale.

This result also establishes a clear practical boundary. Flexible work arrangements do not operate independently of organizational management. Hybrid working requires coordination between office and remote work, while WFH requires effective communication, employee responsibility, and appropriate technological support. The literature consistently shows that these organizational conditions determine whether flexibility supports rather than disrupts employee motivation (Christian, 2022; Robelski et al., 2019; Wang et al., 2020).

The findings demonstrate that both forms of flexible working are significantly related to employee work motivation, with hybrid working providing the stronger unique contribution. The results therefore emphasize that organizations should not merely offer flexibility, but must structure hybrid and remote work through clear scheduling, communication, responsibilities, and technological support to sustain employee motivation.

Conclusion

This study demonstrates that both hybrid working and work-from-home arrangements are positively associated with employee work motivation. Hybrid working appears to provide the stronger contribution, suggesting that the combination of workplace flexibility and continued organizational interaction is particularly relevant for sustaining employee motivation. At the same time, WFH remains an important work arrangement, particularly for roles that can be performed independently and are supported by adequate digital infrastructure.

From a managerial perspective, flexible work arrangements should not be implemented as a uniform organizational policy. Instead, their design should be aligned with job characteristics, coordination requirements, and the degree of employee autonomy required to perform specific tasks effectively. Hybrid working is more appropriate for roles that require both flexibility and regular interpersonal interaction, whereas WFH is better suited to work that can be completed independently with limited dependence on physical presence. To sustain the motivational benefits of these arrangements, organizations need to establish clear work expectations, effective communication practices, appropriate performance monitoring, and reliable technological support.

The findings further indicate that work arrangements represent only one component of employee motivation. Future research should therefore incorporate broader organizational and individual factors, including managerial support, organizational culture, job characteristics, leadership, and employee adaptability. Further studies may also examine work motivation as a mediating mechanism between flexible work arrangements and employee performance. Extending the analysis across different occupations, industries, and organizational settings would provide a more comprehensive understanding of when and under what conditions flexible work arrangements contribute to sustainable employee outcomes.

References

- Agusthine, G., & Tambunan, L. A. (2022). Pengaruh WFH (Work From Home) dan WFO (Work From Office) terhadap efektivitas kinerja karyawan. *Jurnal Ilmiah Manajemen, Ekonomi dan Bisnis*, 1(1), 81–86.
- Ainurrofiq, I., & Amir, M. T. (2022). Penerapan hybrid working model terhadap perubahan budaya kerja dan nilai organisasi. *Fair Value: Jurnal Ilmiah Akuntansi dan Keuangan*, 4(8).
- Almira, N. A., Bakti, D. K., & Saptiani, F. (2021). Komitmen organisasi di masa: Pengaruh lingkungan kerja dan job insecurity. *Jurnal Perspektif Bisnis*, 4(2), 81–91.
- Anshor, A. M., & Darmastuti, I. (2022). Implementasi work from home: Tuntutan keadaan atau potensi di masa depan? (Studi kasus pada institusi pendidikan Universitas Diponegoro Semarang). *Diponegoro Journal of Management*, 11(3), 1–20.
- Aprilina, R., & Martdianty, F. (2023). The role of hybrid-working in improving employees' satisfaction, perceived productivity, and organizations' capabilities. *Journal of Theoretical and Applied Management*, 16(2), 45632.
- Aris, I., Refani, I. D., & Setiawan, R. I. (2023). Pengaruh motivasi terhadap produktivitas kerja dalam organisasi bisnis. *Journal of Islamic Business Management Studies*, 4(1), 42–48.
- Asteria, B., & Nurkholis, A. (2021). Analisis pengaruh pelatihan dan motivasi kerja terhadap kinerja karyawan PD BPR Bantul. *Jurnal Riset Akuntansi dan Bisnis Indonesia*, 1(1), 126–142.
- Aulia, H., Yusuf, I. M., & Ramadani, N. D. (2021). Dampak kerja dari rumah (WFH) terhadap efektivitas pegawai. *Jurnal Sumber Daya Aparatur*, 3(1), 71–85.
- Bailey, D. E., & Kurland, N. B. (2019). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior*, 23(4), 383–400.

- Darpin, T., & Fikran, M. (2022). Analisis penerapan hybrid working dalam meningkatkan produktivitas kerja pegawai pada Dinas Koperasi & UMKM Provinsi Sulawesi Tenggara. *Journal Publicuho*, 5(4), 1415–1426.
- Gajendran, R. S., & Harrison, D. A. (2021). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, 92(6), 1524–1541.
- Gunawan, A., Sucipto, I., & Suryadi. (2023). Pengaruh motivasi kerja dan kompensasi terhadap kinerja pada kantor desa Pasirsari Kecamatan Cikarang Selatan Kabupaten Bekasi. Universitas Pelita Bangsa.
- Herlambang, E. A., Fauziah, N., & Umam, K. (2022). Urgensi perubahan organisasi. *Komitmen: Jurnal Ilmiah Manajemen*, 3(1), 12–13.
- Heryadi, R., Fauzi, A., Alamsyah, N., Martius, M., Maulana, M. T., Faisal, R., Aini, N., & Arissani, S. (2022). Dampak work from home (WFH) terhadap kinerja karyawan. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(6), 3547–3559.
- Joesah, N. (2021). Pengaruhnya terhadap manajemen perubahan dan inovasi. *Jurnal Administrasi Perkantoran*, 1(2), 81–87.
- Kalsum, U., Masgode, M. B., Rustan, F. R., Hidayat, A., & La Ode, A. T. (2023). Hubungan teori Maslow terhadap motivasi kerja pekerja pada proyek konstruksi. *Minetech Journal: Mining Science and Technology Journal*, 2(1), 13–20.
- Krisheila, N., & Saryatmo, M. A. (2023). Pengaruh kualitas kehidupan kerja pada karyawan PT X yang bekerja secara hybrid di masa pandemi COVID-19. Program Studi Magister Manajemen, Universitas Tarumanagara.
- Mailiana, M., & Hayati, D. (2022). Pengaruh motivasi kerja terhadap kinerja karyawan pada PT Harmoni Mitra Utama Banjarmasin. *Dinamika Ekonomi: Jurnal Ekonomi dan Bisnis*, 15(1), 49–60.
- Morgeson, F. P., & Humphrey, S. E. (2020). The work design questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91(6), 1321–1339.
- Nawano, R., Sarpan, N. W., Mofu, C. J., & Fikri, M. N. (2024). Work-life balance terhadap kinerja karyawan. *Jurnal Manajemen*, 11(2).
- Novalia, T., & Marlina, L. (2023). Dampak kebijakan work from home terhadap kinerja pegawai. *Jurnal Eko-Bisma*, 2(2), 212–221.
- Novianti, L. (2024). Analisis teoritis tren work from home di era digital: Kelebihan dan kekurangan. *Akademik: Jurnal Mahasiswa Humanis*, 4(1), 31–40.
- Robelski, S., et al. (2019). Flexible work arrangements and health: A systematic review. *International Journal of Environmental Research and Public Health*, 16(11), 1–17.
- Shidqi, M. F., Darmastuti, I., & Wicaksono, B. S. (2023). Pengaruh digitalisasi sistem perusahaan terhadap kinerja karyawan melalui kepuasan kerja sebagai variabel intervening. *Diponegoro Journal of Management*, 12(1).
- Sofiana, N. A., & Septiani, F. (2022). Pengaruh perubahan sistem kerja dan lingkungan kerja terhadap kinerja pegawai Pusat Riset dan Pengembangan Sumber Daya Manusia Badan Standardisasi Nasional (BSN) Tangerang Selatan. *JIIM: Jurnal Ilmu dan Inovasi Manajemen*, 1(2), 148–159.
- Sudiantini, D., Rahmah, N. T., Fahriansyah, M., & Alviansyah, M. Y. (2023). Penerapan manajemen strategik. *EBISMEN: Jurnal Ekonomi dan Bisnis*, 2(2), 213–224.
- Syam, M., Widiawati, A., & Nurhaeda, Z. (2023). Pengaruh efikasi diri dan kemampuan adaptasi terhadap kinerja pegawai pada Badan Pusat Statistik Kabupaten Gowa. *Manuver: Jurnal Akuntansi dan Manajemen*, 1(2), 142–154.

- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2020). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology: An International Review*, 70(1), 16–36.
- Widaningsih, R. A., Sukristanta, & Kasno. (2020). Tantangan bagi organisasi dalam mempertahankan kinerja pegawai. *Al Tijarah*, 6(3), 193–198.
- Widiaristi, M. S., & Etikariena, A. (2024). Perilaku kerja inovatif karyawan Gen Z: Perbandingan pada perusahaan yang menerapkan pengaturan kerja fleksibel dengan yang menerapkan work from office. *Jurnal Psikogenesis*, 12(1).
- Yono, N. H., Widiyanah, I., & Ramadhon, S. (2021). Analisis kebijakan work from home (WFH) terhadap kualitas penyelenggaraan pelayanan publik di Universitas Islam Malang. *Jurnal Administrasi Pendidikan*, 28.