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Unlocking Work Autonomy: A Hybrid Approach for Sustainable Job Satisfaction in the Post-Covid Era

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Abstract

This research aims to design a hybrid work model with a task-characteristic autonomy job design. Remote work or Work from Anywhere (WFA) is widely used, as the Covid-19 pandemic accelerated this method. For some people, the WFA method is enjoyable because it can provide freedom to organize work methods, allowing for high work autonomy. However, some people also feel that working remotely creates a feeling of isolation and boredom and reduces job satisfaction. The hybrid method will increase work autonomy, work-life balance, and job satisfaction. This research is aimed at employees in Jakarta and surrounding areas who can work hybrid. The research population is difficult to calculate, so the sampling method is purposive, and the sampling technique is convenience method. Hypothesis testing was done using Structural Equation Modeling (SEM). The research results prove that applying the hybrid method can significantly increase job satisfaction by fully mediating the task characteristic autonomy and the work-life balance variables. Therefore, applying the Hybrid method is an option because, in the next decade, the world of work will increasingly be dominated by Gen Y and Gen Z.

Mewujudkan Otonomi Kerja: Pendekatan Hybrid untuk Kepuasan Kerja Berkelanjutan di Era Pasca-Covid

Abstrak

Penelitian ini bertujuan untuk merancang model kerja hybrid dengan desain tugas otonomi tugas yang khas. Bekerja jarak jauh atau Work from Anywhere (WFA) banyak digunakan, karena pandemi Covid-19 mempercepat metode ini. Bagi sebagian orang, metode WFA menyenangkan karena dapat memberikan kebebasan untuk mengatur metode kerja, memungkinkan otonomi kerja yang tinggi. Namun, beberapa orang juga merasa bahwa bekerja dari jarak jauh menciptakan perasaan terisolasi dan bosan serta mengurangi kepuasan kerja. Metode hybrid akan meningkatkan otonomi kerja, keseimbangan kehidupan kerja, dan kepuasan kerja. Riset ini ditujukan untuk karyawan di Jakarta dan sekitarnya yang dapat bekerja hybrid. Populasi penelitian sulit dihitung, sehingga metode pengambilan sampel bersifat purposive, dan teknik pengambilan sampel adalah dengan metode convenience. Pengujian hipotesis dilakukan dengan menggunakan structural equation modeling (SEM). Hasil penelitian membuktikan bahwa penerapan metode hybrid dapat meningkatkan kepuasan kerja secara signifikan dengan sepenuhnya memediasi otonomi karakteristik tugas dan variabel keseimbangan kehidupan kerja. Oleh karena itu, menerapkan metode Hybrid menjadi pilihan karena dalam satu dekade ke depan, dunia kerja akan semakin didominasi oleh Gen Y dan Gen Z.

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INTRODUCTION

The pandemic at the end of 2019 has brought about significant changes in various aspects of life worldwide. Working online from home with flexible working hours and internet usage has become an alternative to reduce transmission of the COVID-19 virus. After the pandemic has subsided with the new normal situation, working with a flexible working space (FWS) or working remotely is still being carried out by various companies. FWS is being applied no longer to avoid COVID-19 virus infection but as an alternative to increase cost or time efficiency since workers are not required to travel to the office (Anderson et al., 2015).

Currently, even though the pandemic has subsided, and work activities can once again be carried out in the office, working from home (WFH) and working from anywhere (WFA) have become work methods that are in great demand (Dowling et al., 2022). The 2021 survey results from a survey conducted by Inside Public Accounting of 540 workers in the US showed that 48% want a fully remote work model and 44% want hybrid work. However, 51% of employers support a hybrid work model, and only 5% offer a fully remote work model (Inside Public Accounting, 2021). On the other hand, it is undeniable that one can spend more time with family by working remotely. Hybrid work combines remote and conventional work methods by arranging work time in and outside the office that can provide space for individuals to have autonomy and independence.

Some employees consider Working with FWS easy (Andrade et al., 2019). FWS is responded to with various experiences and attitudes that are different for everyone. Several studies found different results regarding the influence of work climate on the FWS situation. According to Coenen & Kok (2014), FWS has been known since the 21st century, but only in recent years has FWS been seen by several parties as beneficial for employers and workers, having a positive impact on attendance, morale, and quality of life, as well as increasing commitment, job satisfaction (Jackson & Fransman, 2018), work-life balance (Andrade et al., 2019; Widya & Purba, 2019; Dowling et al., 2022).

On the other hand, research also states that working remotely does not significantly increase millennial workers' intention to stay and causes alienation and decreased job satisfaction (Cooper et al., 2019; Elison & Purba, 2021). This gap is one of the exciting reasons for conducting further research on how job satisfaction can be increased if work methods can be chosen between the workplace or office or from anywhere (WFA), which is called Hybrid Work.

With its high population density, Jakarta causes traffic jams and high levels of air pollution. In this regard, congestion and pollution impact environmental pollution and waste of resources. If congestion can be reduced by reducing the number of workers traveling, the Hybrid work option becomes highly relevant. This is also related to dynamic changes in the business environment, which enables work systems to be done online from anywhere and at certain times in the workplace.

Hybrid work is an option because it is a solution for building sustainability by improving performance, working conditions, health and welfare, and gender equity (Dowling et al., 2022). Several 2022 surveys by Gallup (Gallup, 2022) have also proven that hybrid work is an option in work methods, where 60% of 8090 workers are setting up hybrid methods in the US, 49% in various parts of the world, 56% find it ideal of 54% working hybrid methods in 1421 workers in Australia (Hopkins & Bardoel, 2023).

As is also known, flexible working hours can increase job satisfaction, mediating its influence on the desire to stay (Purba & Ananta. 2018; Dousin et al., 2021). Apart from that, hybrid work is expected to improve work-life balance (WLB) without creating a feeling of isolation because employees still have time to interact with others in the workplace and can be the best alternative work method in the 4.0 industrial era 4.0 and 5.0 digital era.

This research raises the novelty of designing a hybrid work model with Task Characteristic Autonomy Job design. This study also modifies other variables adapted to the situation in the Hybrid work method. Through this novelty, it is hoped that whether the hybrid work model is an ideal choice in the world of work in the digital era to increase job satisfaction can be proven.

Relationship between Two or More Variables

Job Design is part of the work environment that can motivate employees to increase job satisfaction in anticipation of turnover intention (Ramalho Luz et al., 2018), was stated namely about how jobs are designed to contain job information that determines job potential, namely, Task Identity, Autonomy, Job Feedback, Task Variation, and Task Significance. Jobs that provide autonomy and variety can strengthen employees' feelings of competence and freedom to determine better performance. One JCM dimension expressing autonomy in work is called task characteristic autonomy (TCA). TCA is a concept that suggests that the level of autonomy in work is reflected in the extent to which a job provides freedom, independence, and discretion to schedule the work itself, make decisions, and choose the methods used to perform tasks (Blanz, 2017).

The current workforce is dominated by the millennial generation (Rather, 2018); it is known from several research results that millennials have relatively lower commitment than the previous generations (Becton et al., 2014; Elison & Purba, 2021). Millennials have work engagement, which can increase commitment, but career adaptation does not significantly affect commitment (Purba & Susetyo, 2021). Therefore, a job design that can motivate increased job satisfaction and commitment in the current digital era is needed, one of which can be implemented with a Hybrid work model design.

The Hybrid method is an option relevant to the findings of research conducted by (Guzi & Pedraza, 2015), which aims to investigate the role of work conditions and job characteristics in the three indicators of subjective well-being (SWB), namely life satisfaction, job satisfaction, and satisfaction with work-life balance (Guzi & Pedraza, 2015; Diener et al., 2017). This research stated that job characteristics play a role in determining subjective well-being (SWB), especially in job satisfaction (JS).

Job characteristics and work conditions such as long working hours, irregular work schedules, and long work trips strongly impact subjective well-being, especially on workers' overall quality of life and the psychological significance of workers (Purba et al., 2019). The hybrid method is also known to improve work-life balance. A hybrid work situation will provide more time with family because there will be time and flexibility to work from home by choosing a schedule together with family members who need attention at certain times (Irawanto et al., 2021; Hopkins & Bardoel, 2023).

According to several studies, the hybrid approach to work has a positive impact. The flexible approach to time can increase job satisfaction and work-life balance (Barath & Schmidt, 2022; Krajčík et al., 2023; Kosenkranius et al., 2023), allowing a high degree of task autonomy (Je-

nifer & Rai, 2023) and reduce work stress and produce better productivity (Zwanka & Buff, 2021).

H1: HW significantly influences JS.
H3: HW significantly influences WLB.
H5: WLB significantly influences JS.

Job Design in Hybrid working is different from traditional Job Design. Hybrid working prioritizes autonomy in every job. In the Job Characteristic dimension, Task Characteristics Autonomy is a concept that suggests that the level of autonomy in work is reflected in the extent to which a job provides freedom, independence, and discretion to schedule the work itself, make decisions, and choose the methods used to perform tasks (De Spiegelaere et al., 2016; Hopkins & Bardoel, 2023). This is mainly related to the freedom given at work or Task Characteristics Autonomy (TCA). In job design, clear facility support, and supervision are indeed needed by companies such as Information and Communication Technology Facilities (ICTF), and peer and supervisor support to strengthen job design in increasing job satisfaction (Adzani & Purba, 2022).

Furthermore, Tsuma & Omondi (2015) stated that there was a significant positive correlation between job design and the level of worker satisfaction and vice versa. This is in line with the findings of Ferreira et al. (2017) which state that job satisfaction can mediate the relationship between task characteristics (significance and identity) and employee turnover intention.

H2: HW significantly influences TCA.
H4: TCA significantly influences JS.

With working from home, which can be done independently and with autonomy over tasks, employees with flexible time will take advantage of rest time with family, which cannot be done without working in the office. Employees will have better opportunities or time to improve work-life balance in their roles for family tasks and providing free time for personal activities. On the other hand, hybrid work also does not eliminate the opportunity to interact with colleagues in virtual communication or meeting in person while working in the office when needed on-site work (Saleem & Amin, 2013; De Spiegelaere et al., 2016; Adekoya et al., 2022; Hopkins & Bardoel, 2023).

A hybrid work situation will provide much convenience for employees in preparing work by reporting using an online system and arranging necessary meetings with clients, colleagues, and superiors to resolve problems. Working with such autonomy is believed to increase job satisfaction, especially regarding time management in completing tasks. Meanwhile, in several studies, job satisfaction is known to significantly influence turnover intention directly (Purba & Ananta, 2018); organizations can implement strategies to increase Job Satisfaction by adjusting job design or job characteristic models, one of which is providing autonomy in completing tasks (Purba & Ananta, 2018). This is also relevant to the findings of Agarwal & Gupta (2018) who stated that job characteristics significantly negatively affect managers' turnover intention.

H6: TCA significantly mediates the influence of HW on Job Satisfaction.
H7: WLB significantly mediates the influence of HW on Job Satisfaction.

Based on that hypothesis development, the research model could be designed like Figure 1.

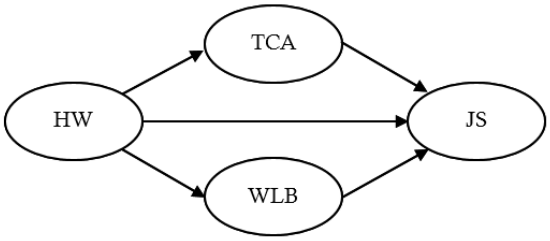

Figure 1. Research Framework

METHOD

Population and Sample

Respondents from this study are employees in Jakarta and surrounding areas who can work with the hybrid method. With the criteria, the sampling method used is non-probability sampling, which is adjusted to specific criteria. The population of this research is all employees from various industries in Jakarta and surrounding areas who can work using the hybrid method. By considering time and costs, researchers will not calculate the population size. However, only 207 distributed questionnaires can be used in this study.

Definition of Operational Research

The Hybrid Work method in its measurement is stated in 3 indicators, namely the policy of implementing the hybrid method, the effect of the hybrid method on work performance, and the effect of the hybrid method on relationships. This is adjusted to the dimensions of job satisfaction, namely satisfaction with work, relationships, and progress or self-development (Purba & Ananta, 2018; Dousin et al., 2021). Task Characteristics Autonomy refers to Morgeson & Humphrey (2006), which consists of 4 dimensions: work method autonomy, autonomy in determining work schedules, autonomy in determining when to start and stop doing work, and autonomy in determining where to work (locational autonomy).

Employee job satisfaction refers to Herzberg's theory, namely the extent to which employees like their jobs, while job dissatisfaction is the extent to which they do not. The indicators for Job Satisfaction were adopted and modified from Spector (2022). Meanwhile Fisher-McAuley et al. (2003) adopted work-life balance in measurement, with 15 indicators consisting of 4 dimensions. This approach is helpful for companies to assess employees' non-work domains because not all respondents or employees are married and have families.

Testing Research Instruments

This research uses a questionnaire to collect data on a Likert scale (in 5 measurement scales). Questionnaire data uses a 1-5 Likert scale to express answers, where one strongly disagrees and five strongly agree. The questionnaire is designed in statements that can be selected according to the respondent's perception from strongly agree to disagree strongly. Validity testing was carried out using confirmatory factor analysis. All items will be tested for validity and reliability before use. Hypothesis testing is carried out using the Structural Equation Modeling (SEM) model because it is the most appropriate model for testing relationships simultaneously for latent variables represented by the indicators. Testing uses PLS Version 3.0 software.

Goodness of Fit Criteria

The empirical research model is described in a path diagram to see the causal relationship between variables and determine the antecedent variables and outcome variables. The specific equation of the measurement model, the structural component, evaluates the hypothesis of a causal relationship between latent variables in the causal model and the testers. The criteria in the SEM test will be assessed using two criteria, namely 1) model alignment/fitness test (Goodness of Fit/GOF) and 2) causality significance test with a p-value of 5%. The model will be considered fit if all items have loading factors more significant than or equal to 0.7. However, it is still considered feasible for research with variable development loading factors of ≥ 0.5. In addition, in Smart PLS there are Model Fit calculations which include SRMR, Chi-Square, and NFI, (Hair et al., 2019).

RESULT AND DISCUSSION

From the respondents' answers, it can be concluded that most respondents were not married (61.4%) and almost 90% were millennials with a ratio of 57% women and 43% men. In general, the respondents have a bachelor's degree. Most respondents' professions were in the public accounting firms and financial institutions industries. They generally find working with the Hybrid method very suitable. Below is the demographic data and respondents' information in Table

Table 1. Respondents' Demographic Profile

Variables	Description	Percentage (%)
Gender	Female	57.00
	Male	43.00
Status	Married	37.70
	Single	61.40
	Single parent	.90
Age/Generation	Millennials	89.37
	Gen X	10.63
Education	High school	1.00
	Bachelor's degree	74.90
	Master's degree	8.80
	Doctorate degree	5.30
Mode of transportation	Private car	24.20
	Private motorbike	27.10
	Public transportation	40.60
	Walk by foot	8.20
Children	1 child	27.00
	2 children	23.50
	3 children	7.00
	None	42.50
WFA frequency/week	1-2 days	29.00
	3 days	20.30
	≥ 4 days	24.30
	Other	7.30
	0 days	19.30
Industry	Public Accounting Firm	40.10
	Bank/Financial institution	31.40
	University	9.18
	E-commerce/Start-up/Fintech	8.7
	Other	10.63
Suitable with the hybrid method?	Very suitable	70.00
	Neutral	27.10
	Not suitable	2.90

Source: Data Processed (2023)

Table 2. Mean Score

Hybrid Work Method Dimension/Item	Mean
Policy of Hybrid Work Method	4.45
Performance in Hybrid Working Systems	4.13
Interpersonal Relationship	4.16
Overall Mean Score	4.22
Task Autonomy Dimension/Item	
Overall Mean Score	4.13
Work-Life Balance Dimension/Item	
Work Enhancement of Personal Life	3.85
Personal Life Enhancement of Work	4.10
Overall Mean Score	3.97
Job Satisfaction Dimension/Item	
In this company that is implementing hybrid work methods, I can state that:	
Overall Mean Score	3.84

Source: Data Processed (2023)

1, followed by the respondents' answers presented in the average score for each variable and its dimensions in Table 2.

In Table 2 according to respondents the application of the Hybrid method in policy is very good, the perceived performance is also good as well as relationships with colleagues can also run well so that overall, the application of the Hybrid method is considered very good by respondents. Other variables, namely task autonomy, work-life balance, and job satisfaction, are also suitable, especially autonomy and personal life support for work, which are close to very high scores.

Hypothesis Testing Full Model

In the model test results in Figure 2 below, factor loading must be ≥ 0.5 and multicollinearity VIF < 5. Thus, the development research variable for the items in the model to be considered valid and reliable (Hair, 2019).

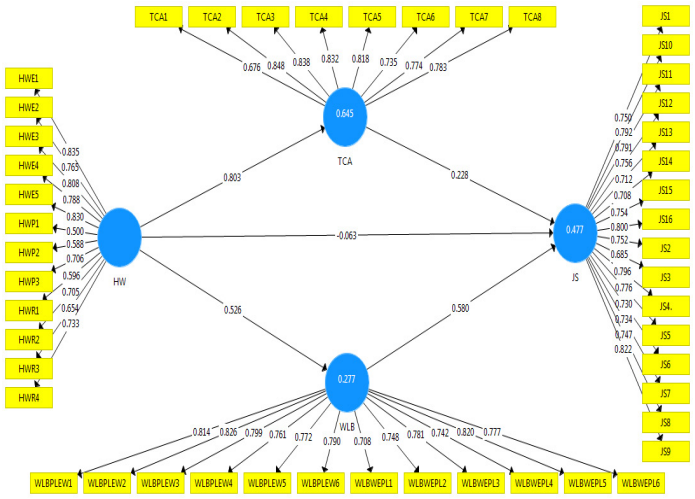

Figure 2. Hypothesis Testing Full Model.

Table 3. Outer Loading and Variance Inflation Factor (VIF)

Construct	Item	Outer Loading	t-values	p-values	VIF
HW	HWE1 <- HW	.835	29.572	.000	3.417
	HWE2 <- HW	.765	21.704	.000	2.281
	HWE3 <- HW	.808	23.796	.000	2.981
	HWE4 <- HW	.788	29.821	.000	3.140
	HWE5 <- HW	.830	30.388	.000	2.980
	HWP1 <- HW	.500	7.197	.000	1.984
	HWP2 <- HW	.588	8.663	.000	2.192
	HWP3 <- HW	.706	15.050	.000	1.836
	HWR1 <- HW	.596	10.090	.000	1.527
	HWR2 <- HW	.705	13.926	.000	2.403
	HWR3 <- HW	.654	11.812	.000	2.551
	HWR4 <- HW	.733	16.301	.000	2.806
JS	JS1 <- JS	.750	21.434	.000	2.220
	JS10 <- JS	.792	25.539	.000	3.195
	JS11 <- JS	.791	26.510	.000	2.943
	JS12 <- JS	.756	17.697	.000	2.538
	JS13 <- JS	.712	11.711	.000	4.052
	JS14 <- JS	.708	11.793	.000	3.972
	JS15 <- JS	.754	16.375	.000	3.315
	JS16 <- JS	.800	26.090	.000	3.133
	JS2 <- JS	.752	23.176	.000	2.701
	JS3 <- JS	.685	10.660	.000	2.574
	JS4. <- JS	.796	25.885	.000	3.270
	JS5 <- JS	.776	19.194	.000	2.687
	JS6 <- JS	.730	13.319	.000	3.078
	JS7 <- JS	.734	14.206	.000	2.719
	JS8 <- JS	.747	20.080	.000	2.728
	JS9 <- JS	.822	30.073	.000	3.346
TCA	TCA1 <- TCA	.676	13.973	.000	1.768
	TCA2 <- TCA	.848	29.843	.000	2.870
	TCA3 <- TCA	.838	30.444	.000	2.728
	TCA4 <- TCA	.832	31.677	.000	2.656
	TCA5 <- TCA	.818	25.065	.000	2.511
	TCA6 <- TCA	.735	13.727	.000	1.909
	TCA7 <- TCA	.774	13.530	.000	2.013
	TCA8 <- TCA	.783	22.888	.000	2.205
WLB	WLBPLEW1 <- WLB	.814	26.957	.000	3.258
	WLBPLEW2 <- WLB	.826	29.835	.000	3.591
	WLBPLEW3 <- WLB	.799	20.350	.000	3.006

Construct	Item		Outer Loading	t-values	p-values	VIF
	WLBPLEW4	<-	.761	15.503	.000	2.841
	WLB					
	WLBPLEW5	<-	.772	22.578	.000	2.932
	WLB					
	WLBPLEW6	<-	.790	23.469	.000	2.582
	WLB					
	WLBWEPL1	<-	.708	17.269	.000	2.194
	WLB					
	WLBWEPL2	<-	.748	19.109	.000	2.783
	WLB					
	WLBWEPL3	<-	.781	20.666	.000	3.223
	WLB					
	WLBWEPL4	<-	.742	19.287	.000	2.328
	WLB					
	WLBWEPL5	<-	.820	27.171	.000	3.162
	WLB					
	WLBWEPL6	<-	.777	19.972	.000	3.056
	WLB					

Notes: HW hybrid Work Policy, HWE hybrid work Effect, JS job Satisfaction, TCA task characteristic autonomy. WLB work-life balance; WLBPLEW: WLB personal life enhances work; WLBWEPL: WLB work enhances personal life.
Source: Data Processed (2023)

Table 4. Discriminant Validity

Construct Reliability and Validity			
	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
HW	.911	.925	.513
JS	.950	.956	.574
TCA	.913	.930	.624
WLB	.941	.949	.607

Notes: HW hybrid Work Policy, JS job Satisfaction; TCA task characteristic autonomy; WLB work-life balance
Source: Data Processed (2023)

Table 5. Heterotrait-Monotrait Ratio (HTMT) Results

	HW	JS	TCA	WLB
HW	-			
JS	.452	-		
TCA	.874	.521	-	
WLB	.548	.705	.575	-

Notes: HW hybrid Work Policy, JS job Satisfaction; TCA task characteristic autonomy; WLB work-life balance.
Source: Data Processed (2023)

Outer loading is shown in Table 3. Based on Table 3 Most of the items' loadings are greater than the threshold value of 0.7 except HWP1, HWP2, HWR1, HWR3, TCA1, and JS3 while the AVE is higher than 0.5.

Discriminant validity tests are shown in Table 4 and Table 5. Based on the Table, all the AVE values are higher than 0.5, so the model was valid and reliable.

Structural Model

In the model, there is no multicollinearity on the indicators in accordance with the best linear unbiased estimated requirements, as shown in Table 6. Table 6 shows that the R^2 values are in the high category, and the Q^2 values are all above zero, so the model is declared relevant and suitable.

The hypothesis was tested with the SEM bootstrapping model shown in Tables 6 and 7. In the model, there is no multicollinearity on the indicators in accordance with the best linear unbiased estimated requirements, as shown in Table 6. In Table 6, it can also be seen that the R2 values are in the high category and the Q2 values are all above zero, so the model is declared relevant and good.

Table 7 proves that the hybrid method significantly increases TCA with a t-value of 29.370 and a strong influence coefficient of 0.804 and significantly increases WLB with a t-value of 6.396 and a moderate effect coefficient of 0.526. TCA and WLB also significantly increase job satisfaction, where WLB has a more significant effect on job satisfaction (0.580) than TCA (0.228). However, on the other hand, hybrid work was found to have no significant direct effect on job satisfaction, with a t-value of 0.642.

The result of Table 7 proves that the Hybrid method also significantly and strongly increases WLB (0.526). The hybrid method increases high support for personal life towards work, especially family. Implementing the hybrid method is proven to increase TCA (0.803) for employees significantly and strongly. In working with the Hybrid method, employees stated they

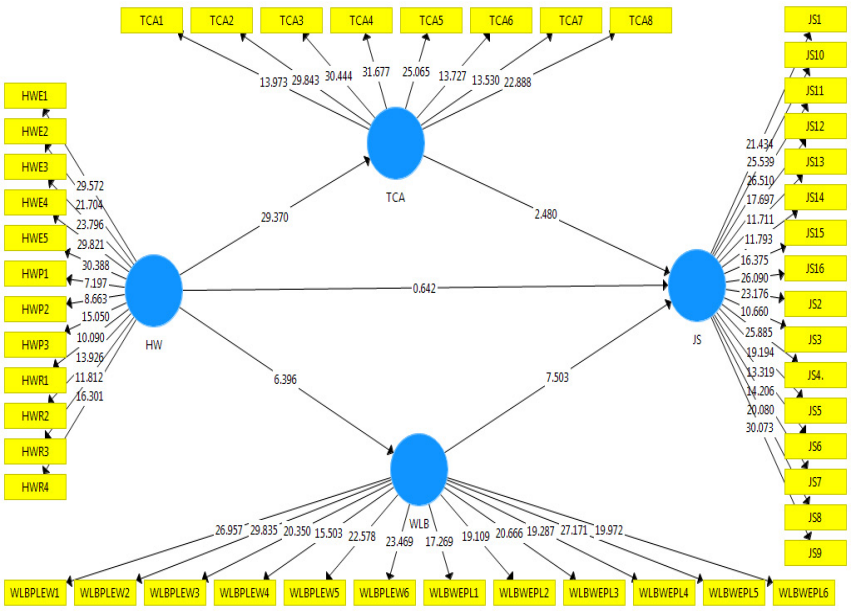

Figure 3. Structural Model

Table 6. Collinearity, Coefficient Determination and Predictive Relevance

	VIF	R^2	Q^2
HW -> JS	2.895		
TCA -> JS	3.007	.477	.251
WLB -> JS	1.478		
HW -> TCA	1.000	.645	.369
HW -> WLB	1.000	.277	.150

Note: HW hybrid Work Policy, JS job Satisfaction; TCA task characteristic autonomy; WLB work life balance.
Source: Data Processed (2023)

Table 7. Statistical Result of Hypothesis Testing

Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (|O/STDEV|)	p-values	BCa 95% CI	
						Lower	Upper
Direct effect							
HW -> JS	-.063	-.056	.097	.642	.521	-.265	.118
HW -> TCA	.803	.804	.027	29.370	.000	.741	.850
HW -> WLB	.526	.535	.082	6.396	.000	.325	.655
TCA -> JS	.228	.233	.092	2.480	.013	.034	.392
WLB -> JS	.580	.574	.077	7.503	.000	.409	.706
Indirect effect							
HW -> TCA -> JS	.183	.187	.074	2.481	.013	.027	.315
HW -> WLB -> JS	.305	.304	.045	6.842	.000	.224	.399

Note: HW hybrid Work Policy, JS job Satisfaction; TCA task characteristic autonomy; WLB work life balance.
Source: Data Processed (2023)

Table 8. Significance of Relations between Models

Hypothetical Relationship		Original Sample (O)	T Statistics (|O/STDEV|)	Decision
Direct effect				
H1.	HW -> JS	-.063	.642	Not supported
H2.	HW -> TCA	.803	29.370	Supported
H3.	HW -> WLB	.526	6.396	Supported
H4.	TCA -> JS	.228	2.480	Supported
H5.	WLB -> JS	.580	7.503	Supported
Indirect effect				
H6.	HW -> TCA -> JS	.183	2.481	Supported
H7.	HW -> WLB -> JS	.305	6.842	Supported

Note: HW hybrid Work Policy, JS job Satisfaction; TCA task characteristic autonomy; WLB work-life balance
Source: Data Processed (2023)

Table 9. Fit Summary

	Saturated Model	Estimated Model
SRMR	.079	.082
d_ULS	7.366	7.927
d_G	2.979	3.033
Chi-Square	2,949.288	2,953.830
NFI	.670	.669

Source: Data Processed (2023)

were more comfortable working with high autonomy and did not experience significant obstacles in implementing it.

The results of the hypothesis test are presented in Table 8. The results show that the hybrid work method does not directly affect job satisfaction. The results also prove that the TCA and WLB variables can perfectly mediate or become intervening variables on the influence of hybrid work methods in increasing job satisfaction.

The model also meets the Goodness of Fit Model and BLUE (Best Linear Unbiased Estimated) requirements, as shown in Table 9. The items described HWM, TCA, WLB, and Job Satisfaction are relevant to hybrid work.

Discussion

The study's results prove that the Hybrid work method can significantly increase job satisfaction through autonomous work design (TCA) and work-life balance (WLB) for several workers in Jakarta and surrounding areas. These results illustrate the application of a hybrid work method for employees as a work method that gives high autonomy, is effective and efficient, and enables more timely work completion. Respondents also stated that the hybrid work method provided flexibility in managing time and provided more time for family and personal activities, thereby creating WLB. The result proves that the Hybrid method also significantly and strongly increases WLB. The hybrid method increases high support for personal life towards work, especially family. On the other hand, work can also support personal life by dividing time more evenly. The results are relevant to previous research findings (Jackson & Fransman, 2018; Andrade et al., 2019; Widya & Purba, 2019; Dowling et al., 2022). These results also support the results of Gallup (2022) and Hopkins & Bardoel (2023), Australia surveys which state that most workers like the Hybrid method and so do employers.

The degree of job autonomy from the hybrid work method also significantly influences job satisfaction. As the hybrid work method requires work independence with high autonomy, TCA has been proven to affect Job Satisfaction significantly. Determination of working hours and workspace as well as flexibility in choosing task priorities can provide flexibility and comfort at work. Meanwhile, the flexibility to adjust working hours with priority tasks can be done so that employees can manage their time for other activities outside of work in a balanced manner.

Implementing the hybrid method is proven to increase TCA for employees significantly and strongly. In working with the Hybrid method, employees stated they were more comfortable working with high autonomy and did not experience significant obstacles in implementing it. This is also supported by the statement of 70% of respondents that they feel it is very suitable to work with a hybrid method. Therefore,

organizations can implement strategies to increase Job Satisfaction by adjusting job design or job characteristic models, one of which is providing autonomy in completing tasks, as proven by previous research (Purba & Ananta, 2018). With the hybrid method, task autonomy is hoped to increase job satisfaction. In this study, 90% of the respondents were millennials who like to work flexibly, so it is very appropriate to choose the hybrid method because flexibility requires a high level of autonomy.

Through HWI, respondents feel that their personal lives can support work, such as a home and family atmosphere that provides a sense of comfort as they work and reduces the stress of conflict in sharing roles. These results prove that a hybrid working system for the millennial respondents in this study increases work-life balance, both for single workers and those who are married and have children, (Hopkins & Bardoel 2023). According to their answers to the question about the positive things they feel about working in a hybrid system, respondents generally feel that their time spent working is efficient because they don't have to travel to the office, which is often tiring and is affected by congestion. Employees also feel they have sufficient rest time because they can manage their work schedule more effectively. Suppose HWI is adapted to job characteristics, appropriate regulations, and policies, as well as good IT facilities. In that case, it can be an ideal choice for the world of work in the future.

Working with the Hybrid method requires qualified IT skills to work with IT, IoT, and other digital work. Most of the respondents (90%) in this study were millennials. Meanwhile, today's world of work is filled with four generations in the workforce who have different educational backgrounds and experiences between generations. The baby boomer generation, generation X, generation Y, and Generation Z. These four generations will be in the same work environment but have different characteristics. These four generations have different knowledge and skills in facing the world of work with digitalization. Millennial and Z generations will find it easier to work in the current industry 4.0 era, while Generation X must adapt to avoid being eliminated.

Gen Y and Gen Z respond positively to the hybrid way of working in increasing intention to stay because it can provide work autonomy and WLB in accordance with the characteristics of the millennial generation, who are more flexible and creative, so their commitment can be increased. Hybrid work significantly impacts job satisfaction by mediating autonomy and WLB, so it can be an effective alternative work method while supporting sustainability. The hybrid method reduces transportation and energy use time, impacting the workplace's carbon effect. Applying the Hybrid method is an option because, in the next decade, the world of work will increasingly be dominated by Gen Y and Gen Z.

CONCLUSION AND RECOMMENDATION

The Hybrid method is proven to increase job autonomy and work-life balance, which in turn increases job satisfaction through these two intervening variables. The application of the Hybrid method stated that majority of respondents stated that the Hybrid method was a work method that was suitable for them and therefore could be used as an alternative work method that could increase job satisfaction, especially among the millennial generation which constituted 90% of research respondents in various professions.

With high autonomy, employees can flexibly determine the most comfortable and ideal working time. However, in implementing the Hybrid method, a

transparent and clear reporting system or performance management system must be prepared so that everyone knows the scope of responsibilities that must be fulfilled and the limits of authority and deadlines that must be met. Considering that the surrounding Jakarta is densely populated and always experiences traffic jams during rush hours, the Hybrid method is also an alternative in reducing congestion and fatigue on the way to the office. The Hybrid method can also increase WLB for workers, especially career women whose dual roles are carried out by increasing time with family, which can reduce dual role conflict. This research was conducted on 207 respondents in the surrounding area of Jakarta so the results cannot be generalized therefore it is necessary to carry out broader research to obtain confirmation on the various distribution of workers in Indonesia.

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