



Effect Of Remote And Hybrid Working On Employee Performance And Job Satisfaction During Post Pandemic

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ABSTRACT

This research aimed to examine the effect of remote and hybrid working on employee performance and job satisfaction post-pandemic. Four independent variables, which were work-life balance, digital communication satisfaction, organizational social support, and intrinsic motivation, were tested in this research via convenience sampling. These four independent variables had a relationship with one dependent variable: job satisfaction. The findings have resulted in the significant acceptance of the formulated hypotheses. Based on the thesis, four hypotheses were supported based on the results generated. Significant predictors included work-life balance, digital communication satisfaction, organizational social support, and intrinsic motivation. Both significant predictors in this study showed a positive relationship between remote and hybrid working on employee performance and job satisfaction during post-pandemic in Malaysia.

Keywords: Remote and hybrid working, Work-life balance, Digital communication satisfaction, Organizational social support, Intrinsic motivation, Job satisfaction

1 Introduction

The move to remote working, brought on by the COVID-19 pandemic, has dramatically influenced employee output and overall job satisfaction. Despite the Tabulation of findings that report a positive correlation between remote work and increased job satisfaction because it gives workers more flexibility and autonomy, the extant literature is indecisive (Diaz et al., 2023). Work-life balance is easier to control for home-based workforces (Narayanamurthy & Tortorella, 2021). However, there are challenges to these benefits since isolation and decreased social interaction remain a possibility (Yang et al., 2021). Thus, this research aims to understand how remote and hybrid work will shape employee performance and job satisfaction in the new post-pandemic era.

The COVID-19 pandemic required the acceleration of remote working, forever changing office-based roles. The shift has initiated vital conversations about what long-term remote and hybrid work will genuinely allow for in terms of employee performance and satisfaction. Extant research sheds light on this paradox of distance work, as remote work increases flexibility, which can lead to job satisfaction. However, losing face-to-face interaction may enhance feelings of isolation and detachment (Rožman et al., 2021). Organizations that take the time to find this balance will enable a more productive workforce, allowing them to navigate this brave new world better. The literature on working from a distance is growing, but much still needs to be understood about how different elements related to working interact in ways that influence job satisfaction. Prior research has merely investigated the general outcomes of telework without questioning these mechanisms (Maqsood et al., 2021). These mechanisms include social support, work-life balance or satisfaction in communicating digitally and

being more motivated. These factors and their effect on employee performance in the post-pandemic phase have yet to be scientifically explored, indicating that targeted research is needed.

This study aims to determine the implications of remote and hybrid work on job efficiencies and employee satisfaction during and maybe after the passing of the 2019 novel coronavirus (COVID-19). The paper contributes to the literature on work-life balance (WLB) and telecommuting by examining how WLB influences employee job satisfaction; digital communication satisfaction nears teleworking affects job satisfaction, if at all; organizational social support enhances job satisfaction; and intrinsic motivation and its relationship with remote job satisfactions.

This article did well in bridging the literature gap concerning changing work trends and ways organizations can alter their human resource management strategies. It will help organizations to understand the most critical factors of job satisfaction in remote and hybrid work environments that they need to maintain to ensure the welfare and performance of their employees and can expect the same management power (Kormopot, 2023). Additionally, the results will contribute to a more extensive discussion on remote work, shedding light on what this massive reporting change holds for practitioners and academics.

2 Literature Review

2.1 Job Satisfaction

The sense of accomplishment and professional development an employee feels at work is job satisfaction. It is generally connected to both success and personal satisfaction. Work enjoys, performs effectively, and is rewarded entails being satisfied with efforts (Oleksa-Marewska et al., 2022). Professional contentment also entails enthusiasm and pleasure at work. Job satisfaction is the most crucial factor affecting admiration, revenue, growth, and accomplishment of other objectives (Ali & Anwar, 2021). The phrase "job satisfaction" pertains to how workers approach their jobs and feelings. Workplace satisfaction is shown in work views that are good and positive. Negative and unfavorable perspectives about work indicate job unhappiness (Azeem et al., 2020). People's feelings and perceptions about their new jobs are called employment happiness. The degree of work satisfaction experienced by individuals can range from intense to extreme dissatisfaction (Babapour Chafi et al., 2022), in addition to learning attitudes toward their overall body of work. Furthermore, employees may feel about various aspects of their jobs, including their work type, their coworkers, superiors, or staff members, and the compensation they receive (Tamunomiebi & Mezeh, 2021). Career advancement, age, sex, education, occupation, and profits are a few factors associated with job satisfaction. Presumably, some of it resulted from scientists' simple desire to learn more about job satisfaction. However, much of it seems to have been driven by the idea that job contentment is somehow related to job performance (Koo et al., 2020).

Another research which is observed that employment satisfaction involves multifaceted psychological reactions to one's work and the cognitive (observational), mental (or intellectual) and behavioral components of those responses (Ashraf & Siddiqui, 2020). This multiparty conceptual framework of job satisfaction correlates well with the typical definition of social behaviors (Magyar & Madlovics, 2020). There are some obvious problems with this part. One potential issue when addressing job satisfaction results is this challenge. The reason for the considerable differences is that attitudes to jobs may be more meaningful and accessible to employees than social attitudes characteristic of studies into social mores (Aslan et al., 2022). Second, most researchers have an effect on their job definitions, which is satisfaction as offered by life satisfaction tests. Methods used to measure workplace satisfaction prefer to test analytical instead of emotional components (Judge et al., 2020). This bias has prompted others to conclude that the absent affective element is sufficiently averse to current interventions and, hence, to suggest brand-new work satisfaction measures (Maslach & Leiter., 2022). The following research is more related to the strength of job satisfaction: satisfaction in the job situation. It offers a realistic analytical index to look at general problems in work relationships. Measures of satisfaction with work, life as a whole, and the particular elements of non-work life as escarpments of attitudes and feelings in different realms of life (Fenwick et al., 2021). According to a study, remote and hybrid working during the coronavirus pandemic has several benefits, notably higher productivity and employee job satisfaction. The overall job satisfaction of 65.7 percent of the 14,005 respondents is increased by remote and hybrid employment (Moens et al., 2022). According to an OECD study, remote and hybrid working can improve business performance by increasing employee satisfaction and efficiency (OECD, 2020).

2.2 Work Life Balance

The subject of many studies has been job satisfaction, and various variables are recognized in the literature as part of the past of career satisfaction. One of the crucial preconditions of job happiness is work-life balance (Bellmann & Hübler, 2021). However, pay particular attention to how poorly managed work-life balance or job-life conflicts affect employees' job satisfaction. Studies have shown conflicts between their jobs and non-work concerns and reduced career and life satisfaction (Golob & Podnar, 2021). A study on bus drivers found that the fundamental explanation for the job dissatisfaction of employees was the job and non-work disparity (Fielbaum & Tirachini, 2021). Work-life balance may have either a positive or negative effect on an employee's performance.

A person's poor work-life balance may be to blame for their low productivity and organizational performance (Brough et al., 2020). According to several studies, there is a considerable link between employees' job happiness and their ability to combine work and personal obligations (Guerce et al., 2022). If a person lacks the resources to support their family and work, they will experience stress. A previous study showed that job satisfaction and work-life balance were significantly associated (Aruldoss et al., 2021). Employees are given more flexibility in remote and hybrid working hours while continuing their work from home during this pandemic.

H1: There is a significant relationship between work life balance and job satisfaction.

2.3 Digital Communication Satisfaction

However, a study hasn't been conducted for nearly three decades to examine the connections between contact satisfaction, job satisfaction, and communication channels (Prikshat et al., 2021). Fortunately, research in this field is still lacking, considering the rapidly evolving capabilities of communication technologies. The communication channels open to employees continue to grow as emerging innovations are integrated into organizations. Media communication outlets vary widely in their complexity (Rao & Yehudayoff, 2020). The leanest means of communication are known to be flyers and bulletins since these are hampered in their ability to relay communication frequencies and usually have fewer signals than wealthier media (Alekn, 2024). Some contact platforms, like email, constant messaging, mobile, and videoconferencing, may even be more compelling to remote employees with different personality types due to factors (DeFilippis et al., 2022).

H2: There is a significant relationship between digital communication satisfaction and job satisfaction.

2.4 Organizational Social Support

As previously mentioned, when it comes to job satisfaction among remote workers, organizational social support is significantly essential. Good technology and organizational support are desperately wanted as telecommuting continues to explode. Perceived organizational support drives employee engagement and satisfaction, especially in remote settings (Teng-Calleja, 2023). When employees are supported with technical help and training, they tend to have high job satisfaction because the company is invested in them (Putri et al., 2021). This support can be instrumental, informational and emotional aid, which is necessary for the hybrid working arrangements faced by employees (Teng-Calleja, 2023). Additionally, this evidence supports the relationship between organizational support and job satisfaction by arguing that employees who feel supported are more committed to their work (Aulia et al., 2022). It is vital as it impacts job satisfaction and influences the entire organization's performance. Organizational support is also essential to develop a positive work environment for employees, which can improve employee well-being and performance especially in remote work (Putri et al., 2021). It is thus hypothesized that the relationship between organizational social support and job satisfaction will be strong, underlying the value of supportive organizational practices as working from home becomes increasingly prevalent.

H3: There is a significant relationship between organizational social support and job satisfaction.

2.5 Intrinsic Motivation

Intrinsic motivation is an internal key for people to work on any task only for pleasure/purpose/ what they want to do itself, not for the other rewards. It is also known to significantly impact job satisfaction, especially in remote voice work settings (Ali & Anwar, 2021). Intrinsic motivation enables a higher level of engagement in work and commitment, which directly correlates with job satisfaction and overall performance among employees (Wang et al., 2020). Organizations increasingly value the necessity to imbue intrinsic motivation in their workforce for further productivity and competitive advantage (Fu, 2023). According to research, Workers who find fulfilment and personal satisfaction in work bring the best results by showing increased job satisfaction and higher levels of job performance of staff (Ayalew et al., 2019). In addition, intrinsic motivation has been associated with lower rates of job burnout and heart failure, and intrinsically motivated individuals often experience positive emotions and a sense of mastery in their work roles (Wang et al., 2020).

H4: There is a significant relationship between intrinsic motivation and job satisfaction

3 Research Methodology

A specific Malaysian multinational, a local corporation in the name of Infineon Technologies and a part of the government sector, which is educational management, will be chosen to perform the survey as both are affected a lot post-pandemic. Research has already proven this statement (Diaz et al., 2022). The explanation for this is that compared to big corporations and small businesses have yet to adopt an understanding of the effects of remote and hybrid working among employees.

The respondents would also be the employees of these firms since they are the only employees who practice well in the process of knowing about the effect of remote and hybrid working among employees. In addition, some previous questionnaires from these researchers will be adapted for the complete questionnaire to be developed. In the questionnaire, respondents will need to complete two parts. Before that, a brief introduction is given about the intent of conducting the survey, followed by instructions to answer the questions. Section

one will inquire about the respondents' demographic details. Questions include gender, age, work classification, and work experience in remote and hybrid working. All this data is based on a closed query. The forecasted responses can be controlled, and coding for further statistical analysis is more straightforward. Section two will add the Likert scale to determine the relationship between demographic characteristics. Researchers generally use this technique to determine the degree to which the respondent agrees on a specific argument. Respondents are given a set choice of scales on various statements based on a subject that is 1(strongly disagree), 2(disagree), 3(neither particularly agree), 4(agree) and 5(strongly agree). The main benefit of using the Likert scale is providing standard responses for respondents; later analysis and interpretation are relatively easy and time-consuming through a social science statistics package (SPSS). In this study, the researcher suggested that the questionnaire be distributed in 2 segments—for example, segments one and two. Segment one exclusively concentrates on gathering demographic details from the participants, such as their gender, age, and employment categorization. Segment two enquires for the independent variables. The independent variables include work-life balance, digital communication satisfaction, organizational social support, and intrinsic motivation, and the dependent variable is job satisfaction.

4 Result and Discussion

With only a confidence interval of 95 percent and 3.5 percent of the error margin, a cumulative sample of 300 online questionnaire samples will also be distributed evenly to reach the target sample size 200. In this research project, non-probability sampling will be used. The minimum number of respondents needed in this research is 129 people based on the calculation of G-power. The demographic profile of 200 respondents in this research. Things to consider first: 52.5% of the 200 respondents who took part in the research were men, with 105 men making up the total. Nevertheless, 95 women participated in the survey, making up 47.5% of all respondents. Next, some respondents in the age range between 30-39 years old (44.0%), which is 88 respondents, have the highest rate of participation in this research, followed by 50-59 years old (10.5%), which is 21 respondents; 40-49 years old (25.5%), which 51 respondents; 20-29 years old (20.0%), which 40 respondents participated in this research. Lastly, the respondents who work in educational management (28.5%), which is 57 respondents, have the highest participation rate in this research. Followed by respondents working in Human Resources and Corporate Communication (27.5%), 55 respondents, and Information Systems and Technology (15.0%) which is 30 respondents. Respondents working in sales and marketing mentioned 17.5% of 35 respondents. Only 23 respondents worked in Security and Risk management in this research, which accounted for 11.5% of the total size of the individuals who participated in the selection.

Table 4.1: T-Test result

Variables	Male	Female	t-value
Job Satisfaction	2.78756	2.66901	1.043

In unbiased samples using the t-test, two groups' means can be compared without regard to one another's dependence (Liu & Wang, 2021). Additionally, the researcher will be able to determine whether the mean scores for the two groups differ statistically. When the t-value is higher, there is a reduced likelihood that the results result from chance. Table 4.1 shows that the mean value for males (2.78756) is higher than that for females (2.66901), indicating that women are more satisfied with remote and hybrid working during post-pandemic than men. The observed p-value is less than 0.05 ($p < 0.05$), suggesting statistical significance in the T-test. Additionally, the corresponding t-value of -1.043 indicates the magnitude and direction of the test statistic.

Table 4.2: Cronbach's Alpha of Dependent and Independent Variable

Variables	Cronbach Alpha	N of Items
Work life Balance	0.783	3
Digital Communication Satisfaction	0.834	3
Organisational Social Support	0.779	2
Intrinsic Motivation	0.798	2
Job Satisfaction	0.919	5

These are the results of Cronbach's Alpha result for each dependent and independent variable stated in Table 4.2. Cronbach's Alpha value must be more than 0.7 and less than 0.9, the dependent variable. Cronbach's Alpha for work-life balance was 0.783. The values of Cronbach's Alpha for the additional independent variables, including satisfaction with digital communication and organizational social support, were 0.834 and 0.779, respectively, and for intrinsic motivation, it was 0.798. Job satisfaction is the dependent variable; its Cronbach's Alpha value was 0.919. The table indicates that work-life balance, digital communication satisfaction, organizational social support, intrinsic motivation, and job satisfaction are reliable.

Table 4.3: Tolerance and VIF of Independent Variables

Variables	N	Tolerance	VIF
Work life balance	200	0.321	3.120
Digital Communication Satisfaction	200	0.336	2.976
Organisational Social Support	200	0.397	2.519
Intrinsic Motivation	200	0.317	3.150

Dependent Variable: Job Satisfaction

Table 4.3 shows the tolerance and variance of factor (VIF) results generated for each independent variable. All the variable's tolerance values are higher than 0.2. The highest value of tolerance is 0.397, which is organizational social support. The lowest value of tolerance is 0.317, which is intrinsic motivation. All independence variables' VIF values are less than 5. The lowest value of VIF is 2.519, which is organizational social support. The highest value of VIF is 3.150, which is intrinsic motivation. According to the table, there is a high correlation between the independent and dependent variables. Hence, all independent variables are related to each other.

Table 4.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.902 ^a	0.813	0.809	1.19395	2.067

Predictors: (Constant), Intrinsic motivation, Work life balance, Organisational social support, Digital communication satisfaction**Dependent Variable: Job Satisfaction**

R-value depicts the multiple correlation coefficient between all predictor factors and the dependent variable, as seen in Table 4.4. Its value of 0.902 indicates that it is a decent predictor. When four independent factors are used to calculate the coefficient of determination (R Square), they are the only ones that can account for the dependent variable's variation, which is 81.3%. In addition, the Durbin-Watson value calculated is 2.144, which is the closest to 2. As a result, there is little to no autocorrelation.

Table 4.5: Hypothesis Result

Hypothesis	P value	Decision
H1: There is a significant relationship between work life balance and job satisfaction	0.008	Supported
H2: There is a significant relationship between communication satisfaction and job satisfaction.	0.000	Supported
H3: There is a significant relationship between organisational social support and job satisfaction.	0.000	Supported
H4: There is a significant relationship between intrinsic motivation and job satisfaction	0.000	Supported

Table 4.5 shows regression analysis results. This study demonstrates a relationship between independent and dependent variables but not between independent variables. According to the supported hypotheses 1, 2, 3, and 4, there is a significant association between the three variables.

5 Conclusion

This study provides valuable insights for the government to analyze and implement effective Human Resource Management (HRM) strategies to address work-life balance concerns and support employers in achieving work-life balance in the post-pandemic era. Based on the findings, employers are willing to collaborate with the government to promote the best work-life balance practices. Given the widespread shift to remote working during the pandemic, the government and employers must develop comprehensive work-life balance packages for employees working from home. It may include granting flexibility in working hours and allowing employees to take leave when necessary, such as in cases of illness or other unavoidable circumstances. By prioritizing work-life balance, both the government and employers can create a conducive work environment and effectively support employees in managing their personal and professional lives. Employees see their contributions and the company's interest in their well-being through organizational support. At the same time, social support refers to how they have evaluated the support they have received from their managers and co-workers. Based on this research, employers can take specific measures to support their employees who are working remotely. According to this research, employees may understand that motivating employed adults is one of the most critical aspects of proactive prevention. It is essential to recognize that individuals have self-influence on their job-related motivation. This self-influence enhances the appeal and enjoyment of work-

related events for attendees. Employees' Intrinsic motivation is influenced by individual characteristics and the nature of their tasks. When individuals possess a genuine interest in their profession and hold strong personal values, they exhibit sufficient intrinsic motivation to improve their performance. Internal motivation plays a crucial role in making a significant impact on individuals.

Workplace policies and practices also significantly shape employees' motivation, performance, and innovation. Establishing an environment that fosters intrinsic motivation is critical to helping individuals achieve their goals. This environment encompasses not only the company's ideas and culture but also the management and organizational structures and the teams or departments within the organization where an employee belongs. Employers can effectively influence employee performance, job satisfaction, and overall success by creating a conducive work environment that supports intrinsic motivation.

6 Limitations and Future Research

This study had several limitations that may limit the generalizability of their findings. The research was performed with convenience sampling (self-report), which could generate selection bias and influence the sample's representativeness. The emphasis of specific institutions (e.g., Infineon Technologies and an educational management company locally in Malaysia) may differ from what other employees are experiencing elsewhere. Furthermore, the standard method bias may arise since job satisfaction and other variables are measured based on self-reported respondents' perceptions, which might not reflect their actual experiences (Ho et al., 2021). In addition, because it is a cross-sectional study with multiple independent variables, the relationships among variables should be considered as associations rather than indicating cause and effect between these variables and job satisfaction. However, future investigations might usefully employ longitudinal designs to help clarify the temporal dynamics of remote and hybrid work with respect to employee performance, job satisfaction. The findings might be more generalizable if the sample was widened to cover a larger range of industries and geography. Furthermore, qualitative methods allow a more in-depth study of the reality of workers' life while working from home, examining not only how organizational support, work-life balance and intermediate motivations interplay to impact job satisfaction. It would also be useful to look at how the external environment such as economic conditions and organizational culture influences employee experiences in remote work settings (Liang et al., 2022).

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Additional Information

No additional information is available for this paper.

Authors' contribution statements

Chinnasamy Agamudai Nambi Malarvizhi: Conceptualization; Supervision; Methodology; Software; Data curation; Conclusion of study.

Theshmah Janarthanan Nambiar: Conceptualization and execution of the research; Methodology; Software; Data curation; Writing of original draft.

H. M. Mahfuzur Rahman: Conceptualization; Writing; Methodology; Conclusion of the study; Review and formatting.

Noor Shahaliza bt Othman: Methodology; Review; Formatting.

Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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