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## ANALYSIS OF REMOTE WORKING AND HYBRID WORKING MODELS ON EMPLOYEE PERFORMANCE THROUGH WORK LIFE BALANCE (WLB) AT BKAD BARRU DISTRICT

Husnul Khatimah<sup>1</sup>, Ria Mardiana<sup>2</sup>, Andi Reni<sup>3</sup>

<sup>1</sup>Master of Science of Management, Faculty of Economics and Business, Hasanuddin University; husnulhukman16@gmail.com

<sup>2</sup>Faculty of Economics and Business, Hasanuddin University; riamard@unhas.ac.id

<sup>3</sup>Faculty of Economics and Business, Hasanuddin University; andirenireni@yahoo.co.id

### ABSTRACT

This study aims to determine the effect of Remote Working and Hybrid Working Model on Employee Performance through Work-Life Balance at BKAD Barru Regency. In fact, remote/hybrid working is now not only a necessity in the midst of a pandemic situation, but has developed into a work trend that has a promising future in the post-pandemic era. The sampling technique used saturated sampling technique with a total sample size of 51 respondents. The analysis method used in this research is descriptive research method using a quantitative approach. The data analysis techniques used are path analysis and sobel. The results revealed that (1) Remote Working has a significant effect on Work-Life Balance, (2) Hybrid Working Model has a significant effect on Work-Life Balance, (3) Remote Working has no significant effect on Employee Performance, (4) Hybrid Working Model has a significant effect on Employee Performance, (5) Work-Life Balance has no significant effect on Employee Performance, (6) Remote Working has no significant effect on Employee Performance if mediated by Work-Life Balance. (7) Hybrid Working Model has no significant effect on Employee Performance if mediated by Work-Life Balance. The results of this study can be a lesson learned and future solutions for all corporate organizations, especially those implementing remote / hybrid work systems, under any conditions to still be able to create and maintain reliable human resources.

Keywords: *Remote Working, Hybrid Working Models, Work Life Balance, and Employee Performance.*

### A. PRELIMINARY

The Covid-19 pandemic is a phenomenon that has greatly changed the employee work system. This has resulted in the government issuing a social distancing policy. One of the methods is flexible working or better known as Remote Working or Hybrid Working in order to accelerate the handling of Covid-19. Employees are asked to be able to work outside the office, such as working from home. This is a new habit for all workers from various sectors to be able to do their work wherever they are.

Remote work systems are often referred to as work from home models to prepare work results using information and communication technology including the internet and are often referred to as Remote Working (Wontorczyk & Roźnowski, 2022). Remote working is working by using communication technology for the benefit of a company by giving permission to all employees concerned to access various company data anywhere without requiring the employee to be physically in the office (Ye, 2012). With the existence of telecommuting/remote working, it changes the work system from conventional to online, especially in the world of labor where private or government employees are required to adjust their work process to certain situations and conditions.

In addition to remote working, hybrid working is also a trend issue in the midst of the pandemic and post-pandemic period. Remote working and hybrid working should be an option for flexible working, especially for managing work-life balance. Hybrid working is a combination of home work and normal workplace attendance. The term is also often called remote working, agile working, smart working, mobile working or teleworking (Unison, 2021). This is in accordance with Chafi's statement which says that Hybrid Working is the application of the employee work model in the office and from home WFO and WFH as a consequence of emergencies." (Chafi et al., 2022).

Hybrid working refers to a flexible spectrum of work arrangements where employees' location and/or working hours are not strictly standardized. Conventional wisdom suggests that hybrid working only relates to location, if an individual is working directly in an office, factory, or some other place. This emphasis on location is evident in a recent report published by the International Labor Organization and the World Economic Forum, (Economist Impact, 2021).

Launching from various sources, data obtained that most office workers prefer to work remotely even though the pandemic is over. In fact, working remotely is now not only a necessity in the midst of a pandemic situation, but has developed into a work trend that has a promising future. The concept of teleworking or also known as Remote Working or Hybrid Working was unfamiliar to many people in early 2020. But since the existence of the Covid-19 pandemic, conditions have changed drastically.

In addition, the flexibility of teleworking (remote working and hybrid working) has been shown to provide balanced and quality time for employees to enjoy time with family and save time in completing work (Magnusson, 2019), unlike when employees have to do work in the office, employees cannot combine time for family and work.

Basically, Work-life Balance (WLB) has become a major concern for everyone who wants to have a high quality of life (Soomro et al., 2018). The concept of Work-life balance is built on the idea that work life and personal life complement each other in the presentation of perfection in one's life. Moreover, men and women perform flexible work in different ways, resulting in varied outcomes in terms of well-being and work-life balance (Chung & van der Lippe, 2020); (López-Igual & Rodríguez-Modroño, 2020).

The Covid-19 pandemic has changed the way companies carry out their work and revisited the use of physical offices. Not only has it changed the perspective on Work from Home (WFH) initiatives, but the Covid-19 pandemic has also brought radical changes in employee behavior and mindset, where with this concept employees can manage their time more flexibly (Gagua, 2021). After the end of the Covid-19 Pandemic, companies must make a decision whether to continue adopting Remote

Working or return to using Work from Office (WFO), or perhaps use a Hybrid Working Model that adopts both.

## **B. RESEARCH METHODS**

### **1. Research Design**

The method used in this research is descriptive research method using quantitative approach. This approach was chosen because it is a type of research that has specifications, which are systematic, planned and clearly structured from the beginning to the research design, both regarding research objectives, research subjects, research objects, data samples, data sources and methodologies. The data analysis tool used is path analysis which is used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects or to describe graphically, the structure of the causality relationship between independent, intervening and dependent variables.

### **2. Population and Sample**

The population in this study were BKAD employees of Barru Regency. This study uses a saturated sampling technique where the sampling technique is carried out if all members of the population are used as samples in the study. It is known that the total population is 51 employees, so the sample in this study were 51 respondents.

### **3. Method of Collecting Data**

The data collection method used in this research is Library Research, that is by searching for information by collecting data that obtained from books, companies, records and literature related to the topics discussed. Field Research, which is data and information that will support research by means of interviews and questionnaires. The questionnaire contains structured questions or statements with the aim of collecting information through distributing questionnaires distributed to respondents. In measuring the respondent's attitude towards each question or statement, each variable indicator is given a score using a Likert scale of 1-5 which is derived from filling out the questionnaire.

### **4. Data Analysis Technique**

The statistical data collected is generally random and raw, then the data is summed up regularly and the survey results that have been obtained are entered into data tabulations which are processed using SPSS version 2.3 software, which is a structural equation analysis based on variance which can simultaneously test the measurement model as well as test the structural model. The data analysis tool used is path analysis which is used to analyze the pattern of relationships between variables with the aim of describing graphically, the structure of the causal relationship between independent, intervening and dependent variables.

## C. ANALYSIS AND DISCUSSION

### 1. Validity test

**Table 1 Validity Test**

<b>Variable</b>	<b>Item</b>	<b>Pearson Correlation</b>	<b>p-value (sig. 2-tailed)</b>	<b>Level Of Significant (<math>\alpha</math>)</b>	<b>Conclusions</b>
Remote Working (X1)	X1.1	0.579	0,000	0.05	Valid
	X1.2	0.529	0,000	0.05	Valid
	X1.3	0.61	0,000	0.05	Valid
	X1.4	0,681	0,000	0.05	Valid
	X1.5	0.642	0,000	0.05	Valid
	X1.6	0.512	0,000	0.05	Valid
	X1.7	0.728	0,000	0.05	Valid
	X1.8	0.656	0,000	0.05	Valid
	X1.9	0.764	0,000	0.05	Valid
	X1.10	0.782	0,000	0.05	Valid
	X1.11	0.656	0,000	0.05	Valid
	X1.12	0.764	0,000	0.05	Valid
Hybrid Working Model (X2)	X1.1	0.468	0.001	0.05	Valid
	X1.2	0.704	0,000	0.05	Valid
	X1.3	0.823	0,000	0.05	Valid
	X1.4	0.707	0,000	0.05	Valid
	X1.5	0.778	0,000	0.05	Valid
	X1.6	0.823	0,000	0.05	Valid
Work-Life Balance (Z)	X1.1	0.519	0,000	0.05	Valid
	X1.2	0.76	0,000	0.05	Valid
	X1.3	0.659	0,000	0.05	Valid
	X1.4	0.727	0,000	0.05	Valid
	X1.5	0.815	0,000	0.05	Valid
	X1.6	0.747	0,000	0.05	Valid
Employee Performance (Y)	Y.1	0,625	0,000	0.05	Valid
	Y.2	0,663	0,000	0.05	Valid
	Y.3	0,761	0,000	0.05	Valid
	Y.4	0,677	0,000	0.05	Valid
	Y.5	0,750	0,000	0.05	Valid
	Y.6	0,761	0,000	0.05	Valid
	Y.7	0,625	0,000	0.05	Valid

**Source: Processed data (2023)**

## 2. Reliability Test

Table 2 Reliability Test

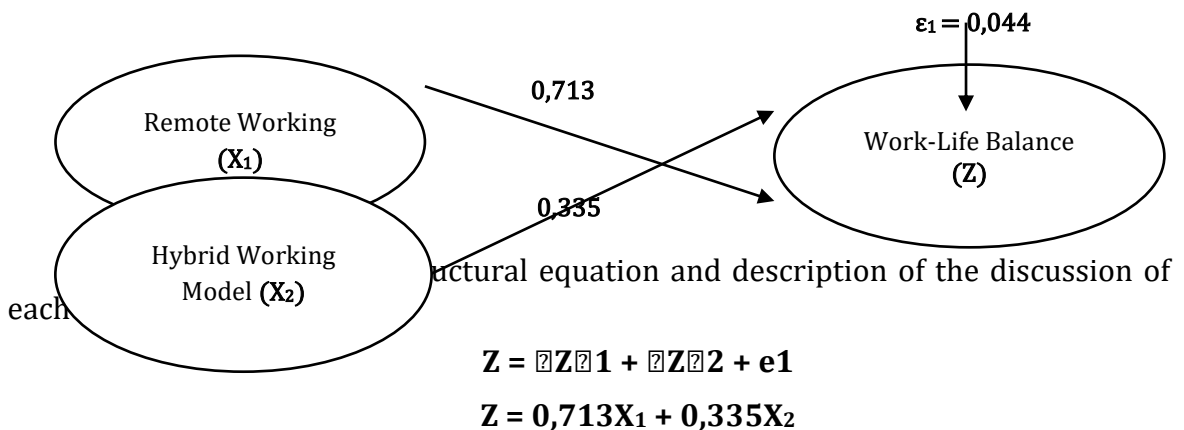
Variable	Nilai Cronbach's Alpha	Cronbach's Alpha Standard	Conclucions
Remote Working (X1)	0.898	0,60	Reliabel
Hybrid Working Model (X2)	0.866	0,60	Reliabel
Work-Life Balance (Z)	0.853	0,60	Reliabel
Employee Performance (Y)	0.866	0,60	Reliabel

Source: Processed data (2023)

## 3. Path Analysis

Model I line

Figure 3.1 Path Analysis Model I



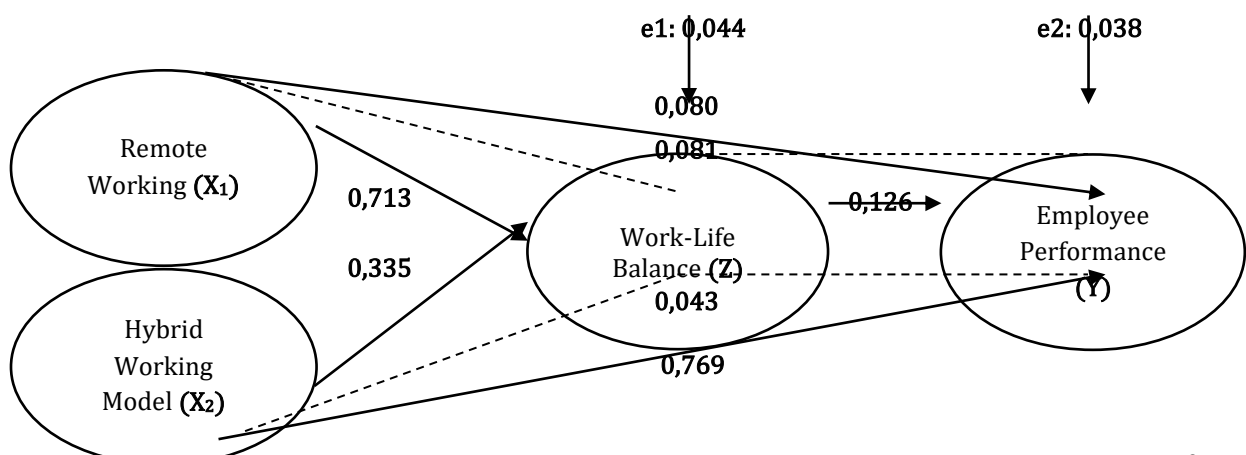
### Description:

$\rho_{zx1}$  = Path coefficient X1 to Z

$\rho_{zx2}$  = X2 path coefficient on Z

Model II line

Figure 3.2 Path Analysis Model II



The following is the structural equation and description of the discussion of each hypothesis:

$$Y = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{yz}Z + e_2$$

$$Y = 0,080X_1 + 0,769X_2 + 0,126Y$$

**Description:**

- $\rho_{yx1}$  = Path coefficient X1 to Y
- $\rho_{yx2}$  = Path coefficient X2 to Y
- $\rho_{yz}$  = Path coefficient of variable Z on variable Y

**Table 3**  
**Direct, Indirect and Total Effects Between Variables**

Variable	Influence		
	Live	Q. direct	Total
X1 against Z	0.713	-	0.713
X2 against Z	0.335	-	0.335
X1 against Y	0.080	-	0.080
X2 against Y	0.769	-	0.769
Z against Y	0.498		0.498
X1 to Y through Z	0.648	(0.648 x 0.126) = 0.081	0.386
X2 to Y through Z	0.343	(0.343 x 0.126) = 0.043	0.528

**Source: Processed data (2023)**

**4. Sobel test**

**Table 4**  
**Sobel test**

Variable	Absolute Z Value	Significance
The influence of X1 on Y through Z	0,923 < 1.676	Not significant
The influence of X2 on Y through Z	0,906 > 1.676	Not significant

**Source: Processed data (2023)**

**1. Effect of Remote Working on Work-life Balance**

The results showed that Remote Working has a significant effect on Work-Life Balance based on the statistical calculation of the t value of 7.196 while the t table is 1.676 where t count > t table, and the p value = 0.000 <  $\alpha$  = 0.05 value, this means that H1 is accepted and the direct effect given is 0.713 or 71.3% which is included in the strong influence category so that the first hypothesis can be accepted.

The results showed that BKAD Barru Regency employees have good health and work balance indicators which make them have a good Work-Life Balance as well where this is in line with employee statements that during remote work, employees

have more time for personal interests (sports and other household matters). This is also in line with the theory put forward by (Muralidhar et al., 2020) which says that remote working affects employees' work-life balance (WLB). Remote working or teleworking has been considered as a means to improve individual work-life balance. Working from home / working remotely provides an opportunity to take care of family members.

With the existence of Remote Working, it changes the work system from conventional to online where private or government employees are required to adjust their work process in any situation and condition. Employees can choose to work from home so that they have more time to gather and communicate with their families. All their needs can be prepared by themselves at home, and they can also save a lot of time and energy because they no longer need to travel far to the office. This will certainly also have a good effect on increasing their concentration and focus at work and there is no need to worry about other interests outside of work.

## **2. Effect of Hybrid Working Model on Work-life Balance**

The results showed that the Hybrid Working Model has a significant effect on Work-Life Balance based on the statistical calculation of the t value of 3.813, while the t table is 1.676 where  $t_{count} > t_{table}$  and  $p \text{ value} = 0.000 < \alpha = 0.05$  value, this means that H12 is accepted and the direct effect given is 0.335 or 33.5% which is included in the category of influence quite strong so that the second hypothesis can be accepted.

The results showed that BKAD Barru Regency employees have a good level of understanding of technology which makes them have a good Work-Life Balance as well where this is in line with employee statements that during hybrid work, employees have an understanding of digitization that supports the operation of the hybrid work system, and makes it easier for them to complete work so that not only are work responsibilities able to be completed properly but employees also fulfill their personal interests properly.

This is also in line with the theory put forward by (Bimrew Sendekie Belay, 2022), (Budiman et al., 2022) which reveals that hybrid working has a significant effect directly on work-life balance. The research is supported by previous research (K. Ateeq, 2022) which also reveals that hybrid work and various types of telework and flexible work arrangements have a positive effect and result in improved employee well-being, productivity, work-life balance, work and non-work balance, individual and team performance, and employee turnover.

Based on the results of this research, we are able to draw the conclusion that changes in a condition spontaneously cause changes in habits and activities as a form of easy access between humans as a form of technological sophistication and understanding. Working time is no longer limited by the term working hours or office hours, so work matters can arise anytime and anywhere. Whereas work life balance is one of the factors that can affect the productivity of an employee at work. Employees who do not have a work life balance will experience demotivation at work, their social life becomes messy and even has an impact on their mental health. On the other hand, if an employee has a work-life balance, many benefits can be felt not only for his life but also for the organization.

For this, of course, regular training is needed because the technology used will certainly develop according to the times and the needs of the company. Digital transformation can be a constant occurrence so management must be agile to prepare for these changes.

### **3. Effect of Remote Working on Employee Performance**

The results showed that Remote Working has no significant effect on Employee Performance based on the statistical calculation of the t value of 0.594 while the t table is 1.676 where  $t \text{ count} < t \text{ table}$ , and the p value =  $0.555 > \alpha = 0.05$  value and the direct effect given is only 0.080 or 8% which is included in the weak influence category so that the third hypothesis cannot be accepted.

The results showed that BKAD Barru Regency employees in the application of remote work in terms of performance have a work balance that makes them have poor performance. This is in line with the theory put forward by (Mustajab et al., 2020) which states that employee performance productivity decreases while working at home. This is due to the lack of facilities to support the work, such as computers, internet networks, and other disturbances, such as boredom due to being in the same environment for a relatively long time, and social life must be limited.

Therefore, it is important for remote work organizations to encourage employees to be more social and active, which can include rest and exercise. Ensure that employees have what they need to create ergonomic workstations. Train remote employees on digital etiquette and make sure employees know how to recognize and report online abuse.

### **4. Effect of Hybrid Working Model on Employee Performance**

The results showed that the Hybrid Working Model has a significant effect on Employee Performance based on the statistical calculation of the t value of 8.181, while the t table is 1.676 where  $t \text{ count} > t \text{ table}$  and p value =  $0.000 < \alpha = 0.05$  value, and the direct effect given is 0.769 or 76.9% which is included in the strong influence category so that the fourth hypothesis can be accepted.

This is also in line with the theory put forward by (Beno, 2021) entitled On-Site and Hybrid Workplace Culture of Positivity and Effectiveness: Case Study from Austria, proving that organizations that implement a hybrid work model have a positive influence and very high employee performance effectiveness. This research is also supported by research by (Putri et al., 2021) which states that the hybrid working method has proven not only effective in increasing productivity and performance but also improving work-life balance.

The results showed that BKAD Barru Regency employees have a good level of understanding of technology which makes them have good performance as well where this is in line with employee statements that while working in a hybrid manner, employees have an understanding in terms of digitization that supports the operation of the hybrid work system.

Therefore, the ability of employees to use technology is considered very important. Changes in employee habits and activities as a form of easy access between humans as a manifestation of technological sophistication and understanding. Companies must ensure that all employees can use technology and the availability of the facilities needed to support flexible work such as hybrid or remote.

### **5. Effect of Work-life Balance on Employee Performance**

The results showed that Work-life Balance has no significant effect on Employee Performance based on the statistical calculation of the t value of 0.928, while the t table is 1.676 where  $t \text{ count} > t \text{ table}$  but the p value =  $0.358 > \alpha \text{ value} = 0.05$ , and the direct effect given is 0.126 or 12.6% which is included in the weak influence category so that the fifth hypothesis cannot be accepted.



The results showed that BKAD Barru Regency employees have a level of Work-Life Balance that causes Employee Performance to decrease so that the fifth hypothesis is rejected. This is also in line with the theory put forward by (Soedarso et al., 2019) which proves that work-life balance has a negative and insignificant effect on employee performance.

The Balance of Involvement indicator in the Work-Life Balance variable has the highest average indicator value, which is 3.93. This means that this indicator dominates the level of Work-Life Balance ability of employees at BKAD Barru Regency. This Balance of Engagement refers to the amount or level of psychological involvement and commitment of an individual in his work and things outside of work. Therefore, psychological involvement or the level of psychological ability of employees must always be considered. It is hoped that employees will not have excessive worries about other responsibilities outside of work responsibilities so that they can complete their work properly.

## **6. Effect of Remote Working on Employee Performance through Work-life Balance**

The results showed that Remote Working has a significant effect on Work-Life Balance based on the statistical calculation of the t value of 7.196 while the t table is 1.676 where  $t_{count} > t_{table}$ , and the p value =  $0.000 < \alpha = 0.05$ . However, other research results show that Work-life Balance has no significant effect on Employee Performance based on the statistical calculation of the t value of 0.928, while the t table is 1.676 where  $t_{count} < t_{table}$  but the p value =  $0.358 > \alpha = 0.05$  value, and the direct effect given is 0.126 or 12.6% which is included in the weak influence category.

As for the sobel test to test the significance of the mediating effect of Work-life Balance based on the statistical test t count of 0.923 is smaller than the t table value ( $t_{count} < t_{table}$ ) with a significance level of 5%, which is 1.676, it can be concluded that there is a mediation coefficient of 0.081 but not significant, which means that the Work-Life Balance variable is unable to mediate the effect of Remote Working on Employee Performance. Therefore, the sixth hypothesis is rejected.

The results of this study are also in line with the theory put forward by (Suryadi et al., 2022) which states that although employee productivity and performance decrease during remote work. Work-life balance increases, but it is proven that work-life balance is not able to mediate the influence between remote working and performance or conditions where employees have to work remotely. This is in line with research by (Rañeses et al., 2022) which says that remote work has no positive and significant effect on performance and employee work-life balance is unable to mediate both. Based on the above findings, management should offer recommendations that emphasize remote work, work-life balance in order to significantly improve employee performance. However, it is suggested that this study can be expanded into a broader scope with more companies, additional variables, and more samples to achieve more robust results. Further research is needed to identify other factors or variables that may provide new perspectives to further explain the impact of remote working.

## **7. Effect of Hybrid Working Model on Employee Performance through Work-life Balance**

The results showed that the Hybrid Working Model has a significant effect on Employee Performance based on the statistical calculation of the t value of 8.181, while the t table is 1.676 where  $t_{count} > t_{table}$  and p value =  $0.000 < \alpha = 0.05$ . However,

other research results show that Work-life Balance has no significant effect on Employee Performance based on the statistical calculation of the t value of 0.928, while the t table is 1.676 where  $t_{count} > t_{table}$  but the p value = 0.358  $> \alpha = 0.05$  value, and the direct effect given is 0.126 or 12.6% which is included in the weak influence category.

As for the sobel test to test the significance of the mediating effect of Work-life Balance based on the statistical test of the t table value ( $t_{count} < t_{table}$ ) with a significance level of 5%, which is 1.676, it can be concluded that there is a mediation coefficient of 0.043 but it is not significant, which means that the Work-Life Balance variable is not able to mediate the effect of the Hybrid Working Model on Employee Performance. Therefore, the seventh hypothesis is rejected.

The results of this study are also in line with the theory put forward by (Chung & van der Lippe, 2020) which states that gender is a benchmark for employee performance. It is said that employees who work flexibly (hybrid work) have less performance through work-life balance (WLB). The results of his research show that gender is important in understanding flexible work outcomes, but it is also important in different contexts. In addition, (Mustajab et al., 2020) stated that employee performance productivity decreased during work at home or flexible work.

Furthermore, (Mustajab et al., 2020) conducted research by paying attention to gender aspects and the productivity of employees who work at home. The result is that male employees are more productive when compared to female employees. From the results obtained, the distractions faced by male employees are less when compared to female employees who tend to get more distractions in doing flexible work, such as the multitasking role they perform as a mother and as a wife (Mustajab, et al., 2020).

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