



Hybrid work as a determinant of employee job satisfaction through work-life balance in Dompot Dhuafa

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Article Info	Abstract
Keywords: Hybrid Work, Work Life Balance, Job Satisfaction, Philanthropic Organization Nonprofit, Human Resource Management, Employee Well-Being	Hybrid work has become a widely adopted flexible work arrangement; however, its impact on job satisfaction through work life balance remains inconsistent, particularly in non profit organizations. This study aims to examine the effect of hybrid work on job satisfaction and the mediating role of work life balance at Dompot Dhuafa. This study employs a quantitative approach using Partial Least Squares Structural Equation Modeling. Data were collected from 110 employees through purposive sampling. The results show that hybrid work has a positive and significant effect on job satisfaction and work life balance. However, work life balance does not significantly affect job satisfaction and does not mediate the relationship. These findings highlight the context dependent role of work life balance and provide practical insights for designing effective hybrid work systems.

1. INTRODUCTION

The transformation of work patterns in modern organizations has increasingly emphasized flexible work arrangements, particularly hybrid work, which combines on-site work and working from home. This work model has expanded rapidly alongside accelerated digitalization and organizational experiences during the COVID-19 pandemic, demonstrating that organizational performance can be sustained effectively even when work is not fully conducted face-to-face (Knight et al., 2025; Jeske, 2026). In contemporary organizational contexts, hybrid work is no longer perceived as a temporary solution but rather as part of a long-term work strategy.

Hybrid work offers several potential benefits for employees, including greater time flexibility and improved work efficiency. It also provides enhanced opportunities to manage professional and personal roles. However, existing studies indicate that hybrid work does not always generate positive outcomes. Challenges such as increased workload, blurred boundaries between work and personal life, limited social interaction, and more intensive monitoring practices may influence employee well-being and work attitudes in varying ways (Knight et al., 2025; Yang et al., 2022). This suggests that the effects of hybrid work are highly contingent upon organizational conditions and job characteristics.



One critical aspect frequently associated with the implementation of hybrid work is work–life balance (WLB). The global literature positions WLB as a key factor in enhancing employee well-being and overall quality of working life. A well-maintained balance between work demands and personal life has been shown to contribute positively to mental health, life satisfaction, and individual work effectiveness. Conversely, poor work–life balance is associated with increased stress, emotional exhaustion, and diminished positive work attitudes (Verma et al., 2024). Accordingly, WLB represents a strategic issue that organizations must actively manage.

Furthermore, prior research consistently demonstrates that job satisfaction is strongly influenced by employees ability to achieve work–life balance. Employees who perceive a healthy balance between their work and non-work lives tend to report higher job satisfaction, stronger organizational commitment, and improved performance. In contrast, excessive work pressure and insufficient organizational support may undermine WLB and negatively affect job satisfaction (Nassani et al., 2024). These findings highlight the role of work–life balance as a key mechanism linking work design to employee work attitudes.

Within the context of hybrid work, the relationship between work–life balance and job satisfaction becomes increasingly complex. Some studies suggest that working from home enhances job satisfaction through increased flexibility, higher productivity, and more engaging work tasks. On the other hand, hybrid work may also deteriorate work–life balance due to heightened job demands, difficulties in separating work time from personal time, and reduced quality of interaction with colleagues and supervisors (Bolli & Pusterla, 2025). The mixed empirical evidence indicates the need for further investigation into the mediating role of work–life balance in explaining the relationship between hybrid work and job satisfaction.

Research on hybrid work is particularly relevant in non-profit and philanthropic organizations, such as Dompot Dhuafa, which operate under distinct organizational characteristics. Employees in philanthropic organizations often face professional demands that coexist with strong social missions and humanitarian values. These conditions may intensify emotional and psychological demands, making the management of work–life balance especially critical. Nevertheless, empirical studies examining hybrid work, work–life balance, and job satisfaction within the context of non-profit organizations in Indonesia remain limited.

Despite the growing body of literature on hybrid work, several critical gaps remain. First, prior studies report inconsistent findings regarding the role of work–life balance as a mediator between hybrid work and job satisfaction. Second, most empirical research has been conducted in profit-oriented organizations, while evidence from non-profit and philanthropic contexts remains limited, particularly in Indonesia. Third, existing studies often assume that work–life balance is a dominant explanatory mechanism, without sufficiently considering contextual and intrinsic motivational factors present in mission-driven organizations.

Addressing this research gap, the present study aims to examine the effect of hybrid work on employee job satisfaction through the mediating role of work–life balance at Dompot Dhuafa. This study is expected to contribute theoretically to the human resource management literature, particularly within non-profit organizational settings, while also

offering practical implications for the development of flexible work policies that promote employee well-being and job satisfaction.

2. LITERATURE REVIEW

Hybrid Work

Hybrid work refers to a work arrangement in which employees alternate between working onsite and working remotely, allowing flexibility in terms of location, time, and modes of collaboration. Recent literature emphasizes that hybrid work is not merely a combination of office-based and remote work, but a dynamic configuration involving shifts across physical, digital, and temporal dimensions of work activities. This multidimensional nature differentiates hybrid work from traditional telework or fully remote work arrangements (Lauring & Jonasson, 2025).

The rapid expansion of hybrid work has been largely driven by technological advancements and the global disruption caused by the COVID-19 pandemic. Empirical evidence indicates that hybrid work has become the preferred work arrangement for both organizations and employees, as it retains the benefits of remote work while mitigating some of its disadvantages, particularly social and professional isolation (Carrasco-garrido & Depablos-heredero, 2023). From an organizational perspective, hybrid work enables greater adaptability, supports business continuity, and allows organizations to redesign roles, processes, and support systems in response to changing work demands.

Prior studies highlight several advantages associated with hybrid work, including increased autonomy, flexibility, and improved time management. These characteristics have been linked to positive employee outcomes, such as higher motivation and enhanced work engagement. However, the literature also documents notable challenges, including coordination difficulties, uneven access to information, blurred work–life boundaries, and weakened interpersonal connections among employees. Such challenges indicate that the effectiveness of hybrid work depends heavily on organizational design, leadership practices, and supportive human resource policies.

Moreover, hybrid work has been shown to influence employees' social experiences at work. Research on sense of belonging in hybrid settings suggests that while remote work enhances individual control over time and tasks, reduced physical co-presence may undermine relational ties and social integration if not properly managed. Consequently, hybrid work requires deliberate organizational strategies to maintain collaboration, communication, and employee connectedness (Lauring & Jonasson, 2025).

Work–Life Balance (WLB)

Work–life balance (WLB) is commonly defined as an individual's ability to effectively manage and harmonize work responsibilities with personal and family life. The concept has gained increasing scholarly and practical attention due to its strong association with employee well-being, mental health, and overall quality of life. A well-balanced work–life interface enables individuals to allocate sufficient resources to both work and non-work domains, thereby reducing stress and emotional exhaustion (Lahav & Shavit, 2025).

The literature conceptualizes WLB as a multidimensional construct encompassing factors such as work-related stress, boundary management between work and personal life, and perceived flexibility in work arrangements. Research grounded in the Conservation of Resources (COR) theory suggests that individuals strive to preserve and accumulate resources such as time, energy, and psychological well-being. When these resources are depleted due to excessive work demands or inadequate recovery work life balance deteriorates, leading to adverse psychological and behavioral outcomes (Wu et al., 2025).

Flexible work arrangements, including hybrid work, are frequently identified as important antecedents of work-life balance. Empirical findings indicate that flexibility in work location and scheduling can enhance employees perceived control over their time, thereby facilitating better work-life integration. However, flexibility may also intensify work demands and blur boundaries between work and personal life, particularly when organizational expectations regarding availability and performance are unclear (Lahav & Shavit, 2025).

In organizational contexts, work-life balance is increasingly viewed as a shared responsibility between employees and employers. Organizations that provide supportive policies, clear boundaries, and adequate resources are more likely to foster sustainable work-life balance among their workforce. Conversely, insufficient organizational support may exacerbate work-life conflict and undermine employee well-being, even in flexible work arrangements.

Job Satisfaction

Job satisfaction refers to a positive emotional and attitudinal response that individuals develop toward their work and work environment. It reflects employees overall evaluation of their job experiences, including aspects such as work conditions, organizational support, autonomy, and work-life balance. Job satisfaction has long been recognized as a critical outcome variable in organizational research due to its implications for performance, commitment, and employee retention (Yu, 2021).

The literature consistently demonstrates that job satisfaction is closely linked to employees perceptions of work-life balance. Individuals who experience a healthy balance between work and personal life tend to report higher levels of job satisfaction, as balanced work arrangements reduce stress and enhance psychological well-being. Conversely, persistent work-life imbalance has been associated with burnout, reduced motivation, and negative job attitudes (Lahav & Shavit, 2025).

In the context of flexible and hybrid work arrangements, job satisfaction emerges as a complex outcome influenced by multiple, and sometimes opposing, mechanisms. On one hand, hybrid work may increase job satisfaction through greater autonomy, flexible scheduling, and opportunities to focus on meaningful tasks. On the other hand, challenges such as increased workload, limited social interaction, and difficulties in coordination may diminish job satisfaction if not adequately addressed (Urrila, Laura. et.al., 2025).

Recent studies emphasize the mediating role of work-life balance in explaining how hybrid work affects job satisfaction. Hybrid work arrangements that support employees ability to manage work and non-work roles effectively are more likely to enhance job

satisfaction. In contrast, hybrid work that intensifies work demands without sufficient organizational support may negatively affect both work–life balance and job satisfaction. These findings underscore the importance of examining job satisfaction within an integrated framework that considers work design, work–life balance, and organizational

3. METHOD

Research Design

This study employs a quantitative explanatory research design to examine the effect of hybrid work on employee job satisfaction through the mediating role of work–life balance. A quantitative approach is appropriate as the study aims to test hypothesized relationships among latent variables using empirical data collected from employees. The research adopts a cross-sectional survey design, in which data were collected at a single point in time to capture employees' perceptions of hybrid work practices, work–life balance, and job satisfaction.

Population and Sample

The population of this study comprises employees of Dompot Dhuafa, a philanthropic non-profit organization operating in Indonesia, who have formally implemented hybrid work arrangements by combining on-site and remote work as part of their regular work system. The sampling technique used in this study is purposive sampling, with the following criteria: Employees who have experienced hybrid work arrangements, and Employees who have worked at Dompot Dhuafa for a minimum period sufficient to understand organizational work practices.

A total of 110 respondents out of 165 distributed questionnaires were valid and used in the analysis, resulting in a response rate of 66.7%. This sample size is considered adequate for analysis using Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is suitable for predictive research models and complex mediation analysis.

Data Collection Method

Data were collected using a self-administered questionnaire distributed online. The questionnaire was designed to ensure anonymity and confidentiality, encouraging respondents to provide honest and accurate responses. All measurement items were adapted from validated scales in previous studies and modified to fit the organizational context of Dompot Dhuafa. Responses were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Measurement of Variables

This study includes three main constructs: hybrid work, work–life balance, and job satisfaction. 1. Hybrid Work: Hybrid work was measured using items adapted from prior studies on flexible and hybrid work arrangements. The indicators capture employees' perceptions of flexibility in work location, time, and the balance between remote and on-site work activities. 2. Work–Life Balance (WLB): Work–life balance was measured using a

scale that assesses employees ability to balance work responsibilities with personal and family life. The indicators reflect perceived boundary management, workload balance, and time control between work and non-work domains. 3. Job Satisfaction: Job satisfaction was measured using items adapted from established job satisfaction scales. The indicators assess employees overall satisfaction with their job, work environment, and work experiences within the organization. All constructs were modeled as reflective constructs, as the indicators are assumed to reflect the underlying latent variables.

Data Analysis Technique

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of Smart PLS software. PLS-SEM was selected due to its suitability for predictive research, mediation analysis, and its robustness with relatively small to medium sample sizes.

The analysis followed a two-step approach: 1. Measurement Model Evaluation (The measurement model was assessed by examining: Indicator reliability (outer loadings ≥ 0.70), Internal consistency reliability (Cronbach's Alpha and Composite Reliability ≥ 0.70), Convergent validity (Average Variance Extracted/AVE ≥ 0.50), and Discriminant validity using the Fornell–Larcker criterion and cross-loadings). 2. Structural Model Evaluation (The structural model was evaluated by analyzing: Path coefficients and their significance using bootstrapping, Coefficient of determination (R^2) to assess explanatory power, Effect size (f^2), and Predictive relevance (Q^2) (Hadi, Sentosa, & Ab Wahid, 2022). The mediating effect of work–life balance was tested by examining the indirect effect of hybrid work on job satisfaction through work–life balance.

4. RESULT AND DISCUSSION

Evaluation of the Measurement Model (Outer Model)

The measurement model was evaluated to assess the reliability and validity of the constructs, namely Hybrid Work (HW), Work–Life Balance (WLB), and Job Satisfaction (JS). Convergent validity was examined using outer loadings and their significance levels.

The results indicate that all indicators exhibit outer loading values greater than 0.60 and are statistically significant at $p < 0.05$, demonstrating satisfactory convergent validity. Specifically, the outer loadings for Hybrid Work indicators range from 0.621 to 0.879, Job Satisfaction indicators from 0.689 to 0.839, and Work–Life Balance indicators from 0.728 to 0.881. These findings confirm that each indicator adequately represents its respective construct. In addition, the significance of outer weights was assessed to examine the contribution of each indicator to its latent construct. The results show that all indicators have significant outer weight values ($p < 0.05$), indicating that each indicator contributes meaningfully to the formation of its construct. Therefore, all measurement items were retained for further analysis.

Overall, the results confirm that the measurement model meets the criteria of indicator reliability, convergent validity, and construct representation, allowing the analysis to proceed to the structural model evaluation.

Table 1. Outer Loadings

Item	HW	JS	WLB
HW1	0.879		
HW2	0.732		
HW3	0.749		
HW4	0.879		
HW5	0.621		
HW6	0.739		
JS1		0.689	
JS2		0.694	
JS3		0.837	
JS4		0.719	
JS5		0.839	
JS6		0.827	
WLB 5			0.769
WLB1			0.752
WLB2			0.834
WLB3			0.728

Source: SmartPLS Output, 2025

Evaluation of the Structural Model (Inner Model)

The structural model was assessed by examining the coefficient of determination (R^2), effect size (f^2), and path coefficients.

Table 2. Outer Weights

Item	HW	JS	WLB
HW1	0.222		
HW2	0.230		
HW3	0.186		
HW4	0.222		
HW5	0.204		
HW6	0.238		
JS1		0.201	
JS2		0.167	
JS3		0.227	
JS4		0.214	
JS5		0.237	
JS6		0.245	
WLB 5			0.148
WLB1			0.291
WLB2			0.218
WLB3			0.265
WLB4			0.332

Source: SmartPLS Output, 2025

Coefficient of Determination (R^2)

The R-square values indicate the explanatory power of the exogenous constructs on the endogenous constructs. The results show that Hybrid Work explains 18.8% of the variance

in Work–Life Balance ($R^2 = 0.188$), suggesting a moderate level of explanatory power. Meanwhile, Hybrid Work and Work–Life Balance together explain 78.1% of the variance in Job Satisfaction ($R^2 = 0.781$), which indicates a strong explanatory capability of the model for Job Satisfaction. These findings suggest that the proposed model performs well, particularly in explaining employees job satisfaction.

Table 3. Coefficient of Determination (R^2)

	R-square	R-square adjusted
JS	0.781	0.777
WLB	0.188	0.180

Source: SmartPLS Output, 2025

Effect Size (f^2)

Effect size analysis was conducted to assess the magnitude of the influence of exogenous variables on endogenous variables. The results show that Hybrid Work has a strong effect on Job Satisfaction ($f^2 = 2.654$) and a moderate effect on Work–Life Balance ($f^2 = 0.231$). The extremely high effect size ($f^2 = 2.654$) indicates that hybrid work has a dominant and substantial influence on job satisfaction. According to Cohen (1988), effect sizes above 0.35 are considered large; therefore, this unusually high value suggests that hybrid work is the primary explanatory variable in the model. This may be attributed to the organizational context, where hybrid work directly affects employees’ autonomy, flexibility, and perceived efficiency. In contrast, the effect of Work–Life Balance on Job Satisfaction is relatively weak ($f^2 = 0.025$). These findings indicate that Hybrid Work plays a dominant role in shaping Job Satisfaction, while Work–Life Balance provides a smaller contribution within the model.

Table 4. Effect Size (f^2)

	HW	JS	WLB
HW		2.654	0.231
JS			
WLB		0.025	

Source: SmartPLS Output, 2025

Hypothesis Testing

Hypothesis testing was conducted by examining the path coefficients, t-statistics, and p-values obtained from the bootstrapping procedure. The results show that Hybrid Work has a positive and significant effect on Job Satisfaction ($\beta = 0.845$, $t = 24.799$, $p < 0.001$). This finding indicates that better implementation of hybrid work arrangements is associated with higher levels of employee job satisfaction. Furthermore, Hybrid Work also has a positive and significant effect on Work–Life Balance ($\beta = 0.433$, $t = 4.688$, $p < 0.001$), suggesting that hybrid work arrangements enhance employees’ ability to balance work and personal life.

Table 5. Path Coefficients (Hypothesis Testing)

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
HW -> JS	0.845	0.844	0.034	24.799	0.000	Supported
HW -> WLB	0.433	0.451	0.092	4.688	0.000	Supported
WLB -> JS	0.083	0.089	0.047	1.769	0.077	Not Supported

Source: SmartPLS Output, 2025

However, the effect of Work–Life Balance on Job Satisfaction is positive but not statistically significant ($\beta = 0.083$, $t = 1.769$, $p = 0.077$). This result indicates that work–life balance does not significantly predict job satisfaction in this model. Based on these findings, the direct effect hypotheses related to Hybrid Work are supported, while the hypothesis regarding the effect of Work–Life Balance on Job Satisfaction is not supported.

Mediation Analysis

The mediating role of Work–Life Balance in the relationship between Hybrid Work and Job Satisfaction was examined through the indirect effect. Given that the path from Hybrid Work to Work–Life Balance is significant, while the path from Work–Life Balance to Job Satisfaction is not significant, the results indicate that Work–Life Balance does not mediate the relationship between Hybrid Work and Job Satisfaction. This finding suggests that the influence of Hybrid Work on Job Satisfaction occurs primarily through a direct effect, rather than through improvements in Work–Life Balance.

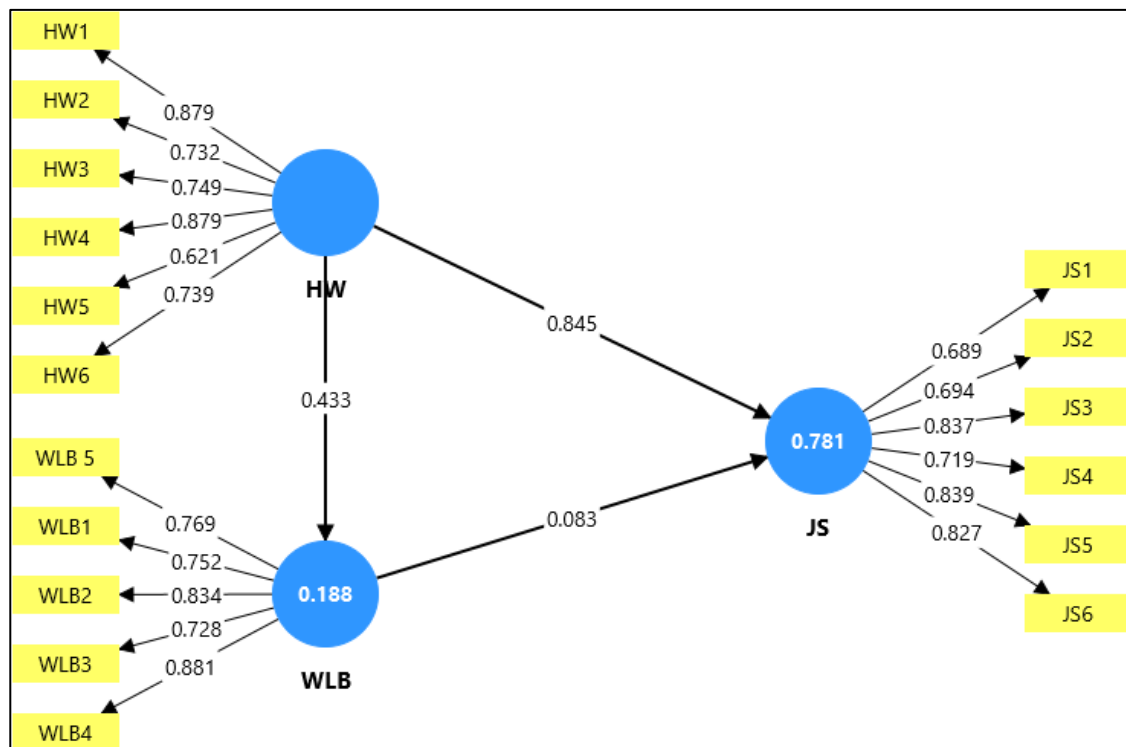


Figure 1. Structural Model (PLS-SEM)

Source: SmartPLS Output, 2025

Figure 1 illustrates the structural model estimating the relationships between Hybrid Work, Work–Life Balance, and Job Satisfaction. The model shows a strong direct effect of Hybrid Work on Job Satisfaction ($\beta = 0.845$), a moderate effect of Hybrid Work on Work–Life Balance ($\beta = 0.433$), and a weak, non-significant effect of Work–Life Balance on Job Satisfaction ($\beta = 0.083$). The model explains 78.1% of the variance in Job Satisfaction.

Hybrid Work and Job Satisfaction

The results indicate that hybrid work has a strong and positive effect on job satisfaction. This finding suggests that flexible work arrangements provide employees with greater autonomy, time flexibility, and perceived control over their work, which directly enhance their overall job evaluation. In line with prior studies, hybrid work allows employees to balance efficiency and social interaction, making it a preferred work arrangement compared to fully remote or fully on-site models (Carrasco-garrido & De-pablos-heredero, 2023).

Similarly, studies examining the mechanisms of working from home report that job satisfaction increases when flexible work arrangements enhance productivity and make work more engaging (Bolli & Pusterla, 2025). In line with these findings, the strong direct effect observed in this study suggests that hybrid work at Dompot Dhuafa provides employees with tangible benefits that directly improve their overall evaluation of their jobs.

Moreover, conceptual research emphasizes that hybrid work should be understood as a dynamic configuration of time, place, and work modalities rather than a simple mix of remote and on-site work (Lauring & Jonasson, 2025). From a theoretical perspective, this finding supports the view that hybrid work functions as a strategic human resource practice that improves employee attitudes through enhanced work design. In the context of Dompot Dhuafa, the strong effect may also reflect how hybrid work aligns with employees' needs for flexibility while maintaining engagement with organizational activities. Therefore, hybrid work not only improves operational efficiency but also strengthens employees' positive perceptions of their work experience.

Hybrid Work and Work–Life Balance

The findings show that hybrid work has a positive and significant effect on work life balance. This result confirms that flexibility in work location and scheduling enables employees to better manage their work and personal responsibilities. By reducing commuting time and increasing control over working hours, hybrid work provides additional resources that support employees in maintaining balance between work and nonwork domains. Previous studies indicate that flexibility in work location and time allows employees to better manage competing work and personal demands, thereby improving balance perceptions (Lahav & Shavit, 2025).

Research grounded in the Conservation of Resources theory suggests that flexibility functions as a valuable resource that helps individuals conserve time, energy, and psychological well-being (Wu et al., 2025). The positive effect of hybrid work on WLB observed in this study aligns with this theoretical argument, suggesting that hybrid work at Dompot Dhuafa provides employees with additional resources to manage work and non-work roles more effectively.

Furthermore, prior socio-technical system analyses highlight that organizations adopting hybrid work often redesign roles, workflows, and support systems to accommodate flexibility, which can indirectly support employees' work-life balance (Urrila, Laura. et.al, 2025). This finding is consistent with the Conservation of Resources theory, which suggests that individuals seek to preserve time and energy resources to maintain balance. Hybrid work can therefore be seen as a resource enhancing mechanism that helps employees minimize role conflict and improve overall wellbeing. In the organizational context, this implies that well designed hybrid work systems can contribute to sustainable employee performance by supporting balance and reducing stress.

Work-Life Balance and Job Satisfaction

Contrary to expectations, the results reveal that work life balance does not have a significant effect on job satisfaction. This finding differs from much of the existing literature, which generally identifies work life balance as a strong predictor of job satisfaction. The nonsignificant relationship observed in this study suggests that the role of work life balance may be highly dependent on organizational context. Previous research generally reports a strong positive association between WLB and job satisfaction, emphasizing that balanced employees tend to experience greater well-being and positive job attitudes (Lahav & Shavit, 2025). However, the non-significant relationship observed in this study suggests that the role of work-life balance may be context-dependent.

One possible explanation lies in the nature of philanthropic and mission-driven organizations. Employees in such organizations may derive job satisfaction from intrinsic motivations, such as contributing to social and humanitarian goals, rather than primarily from balance-related outcomes. Prior research on hybrid work and sense of belonging suggests that social meaning, purpose, and relational aspects of work play a critical role in shaping employee experiences, particularly in hybrid settings (Lauring & Jonasson, 2025). Additionally, studies on hybrid work mechanisms indicate that job satisfaction may be influenced more strongly by factors such as autonomy, perceived trust, and task meaningfulness than by work-life balance alone (Bolli & Pusterla, 2025). Employees in philanthropic organizations may derive job satisfaction primarily from intrinsic factors, such as meaningful work and alignment with organizational values. Therefore, job satisfaction in this context is more strongly influenced by purpose and engagement rather than by work life balance alone. As a result, job satisfaction may be influenced more strongly by purpose and engagement rather than by balance related factors alone. This indicates that work life balance, although important for well-being, may not be the main determinant of job satisfaction in mission driven environments.

Mediating Role of Work-Life Balance

The results indicate that work life balance does not mediate the relationship between hybrid work and job satisfaction. This suggests that the influence of hybrid work on job satisfaction occurs primarily through direct mechanisms rather than indirect pathways. In other words, employees experience the benefits of hybrid work directly through flexibility, autonomy, and efficiency without relying on improvements in work life balance. However,

recent reviews of hybrid work literature acknowledge that empirical findings remain mixed and highly sensitive to organizational context, job characteristics, and employee values (Carrasco-garrido & De-pablos-heredero, 2023). Therefore, the absence of a mediating effect in this study does not negate the importance of work–life balance, but rather highlights the need for a more nuanced understanding of how hybrid work operates in different organizational settings.

This finding highlights the importance of understanding hybrid work beyond traditional mediation models. While previous studies often position work life balance as a central mechanism, the present study shows that its role may vary depending on organizational characteristics and employee motivations. Therefore, hybrid work should be viewed as a multifaceted construct that influences job satisfaction through multiple pathways, not limited to balance related outcomes.

This study extends the human resource management literature by demonstrating that work life balance does not always function as a mediating variable, particularly in mission driven organizations. The findings challenge dominant assumptions in hybrid work literature and highlight the importance of contextual and intrinsic motivational factors in shaping employee job satisfaction. This suggests that theoretical models of hybrid work need to incorporate organizational context and employee values to better explain variations in outcomes.

5. CONCLUSION

This study investigated the role of hybrid work as a determinant of employee job satisfaction through work–life balance in the context of Dompot Dhuafa, a philanthropic non-profit organization. The findings highlight that hybrid work plays a decisive role in shaping employee job satisfaction and contributes positively to employees' perceptions of work–life balance. However, work–life balance was not found to significantly influence job satisfaction, nor did it mediate the relationship between hybrid work and job satisfaction.

These results suggest that the impact of hybrid work on job satisfaction in a mission-driven organization operates primarily through direct mechanisms, such as autonomy, flexibility, perceived organizational trust, and efficiency, rather than indirectly through work–life balance. In philanthropic organizations, employees may derive satisfaction from intrinsic aspects of work, including meaningfulness and alignment with humanitarian values, which may reduce the relative importance of balance-related considerations in shaping overall job satisfaction.

This study has several limitations that should be considered. First, the data were collected from a single organization, which may limit the generalizability of the findings to other organizational contexts. The unique characteristics of a philanthropic organization may influence employee perceptions differently compared to profit-oriented organizations. Second, this study employed a cross-sectional design, which captures data at a single point in time. As a result, it does not allow for strong causal inferences or the examination of changes in employee perceptions over time. Third, the use of self-reported questionnaires may introduce common method bias and social desirability bias, as respondents may provide

answers that reflect perceived expectations rather than actual experiences. Finally, this study did not include moderating variables that could influence the relationship between hybrid work and job satisfaction, such as leadership style, organizational support, or work engagement. The absence of these variables may limit the comprehensiveness of the model.

Future research is encouraged to address these limitations by employing longitudinal designs to examine how the effects of hybrid work develop over time and by incorporating multiple data sources to reduce common method bias. Further studies may also explore alternative mediating or moderating variables, such as work engagement, organizational commitment, perceived meaningfulness of work, or leadership support, to gain a more comprehensive understanding of how hybrid work influences employee outcomes. Comparative studies across non-profit and for-profit organizations would also be valuable in identifying contextual differences in the mechanisms linking hybrid work to job satisfaction.

In conclusion, this study contributes to the hybrid work literature by demonstrating that hybrid work is a critical driver of job satisfaction in a philanthropic organizational context, while also revealing the conditional role of work–life balance. These findings underscore the need for organizations to design hybrid work systems that not only support balance but also enhance autonomy, meaning, and employee engagement to sustain job satisfaction.

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