



Investigating the Factors Affecting Employee Job Satisfaction through Job Autonomy in the Growing Concept of Hybrid Working Model in the IT Industry

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Abstract

The hybrid working model, which allows employees to work remotely, offers flexibility in schedules and hours, while balancing personal and professional life. Post-COVID-19, employees perceive this concept and its impact on their psychological well-being. The study explores the pros and cons of this model, focusing on telecommuters' experiences. While it offers increased productivity, flexibility in work schedule, sales intention, approach to international diverse workforce, and improved conditions of workings, it also presents challenges like lack of time due to time pressure, financial insecurity, mental stress, and lack in discipline, loneliness, and difficulty in prioritizing the tasks. Both developed and developing countries face challenges in remote work due to lack of work commitment, mental pressure, and increased cyber security risks. In this research close ended survey questionnaire is used to quantitatively measure the issues facing by employees during three plus two working model (hybrid model). This study helps understand how work practices and technology impact job satisfaction and develops strategies to improve working conditions in the IT industry. Additional evaluations and studies will be conducted to assess the feasibility of the three plus two working model (hybrid model) and its applications as a benchmark for best practices in developed countries.

Keywords: working from home, hybrid model, remote workers, flexible working model, balanced work schedule, job autonomy, work family conflicts, job satisfaction, work control, digital social support, work from home

1. Introduction

The hybrid working model which is also known as three plus two working model in which employees must have to do work from office for two days and work from home for three days in a week, divides employees' time between office and remote work, balancing in-person collaboration and schedule flexibility. The hybrid working model gained popularity due to the Covid-19 pandemic, offering flexible schedule and reduced in commuting time. However, this can cause loneliness and reduced collaboration. The hybrid arrangement divides time between office and remote work, but not everyone has equal opportunities. An individual's capacity to work from home depends heavily on the managerial support they receive (Sanchez, Parra, Ozden, Rijkers, Viollaz, & Winkler, 2021). Employee health as well as job satisfaction has been influenced by both positive and negative impact since working from home, so this is important for individuals and employers to devise strategies that encourage well-being (Niebuhr, Borle, Zobel, & Mahlknecht, 2022). Although remote work can be successful, it can also cause more stress and make it harder to balance work and personal life (Peek, 2022). Remote work became the norm in 2022 due to COVID-19 pandemic (Forbes, 2022). The employees are putting their physical and mental health ahead of working because of the pandemic (Microsoft, 2023). According to a CIPD survey, there has been a favorable effect on team dynamics due to the increasing usage of collaborative technologies (CIPD, 2020). Remote work has been transformed by the use of video conferencing, which has made it widely practical. The worldwide pandemic has made detached employment possible, which is advantageous for both company success and public health. The adoption of teleworking innovations by several firms has produced a win-win situation. Employees that work remotely may do so from any location, and companies can reduce their satellite costs. In order to increase productivity and address performance difficulties, policies and capabilities must be improved. This may be accomplished by developing common KPIs for management and staff, enabling efficient monitoring in a hybrid work environment. (Peek, 2022).

Remote work benefits employers and employees, but some IT companies still don't allow it. Regular maintenance programs, including inspections, are essential for reducing operational risk and preventing accidents. Job characteristics like autonomy and employee satisfaction can help predict productivity in specific industries. Both developed and developing countries face challenges in remote work due to lack of work commitment, mental pressure, and increased cyber security risks. COVID-19 has introduced new regulations, requiring administrative staff to report for work remotely, while technical staff must report directly to the office through a hybrid system. This has led to reduced growth, reputation, and favorability for remote employees (Kumarasuvamy & Rajendran, 2021). The Covid-19 pandemic has shifted to hybrid working models, with employees working in both office and remote locations. This research examines job satisfaction factors in these models, focusing on job autonomy in IT industry employees. The study helps understand how work practices and technology impact job satisfaction and develops strategies to improve working conditions in the IT industry.

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2. Theoretical Background

Remote working is becoming increasingly popular due to technology and social distancing measures (Butler, 2022). Frederick Herzberg's Two-Factor Theory aids in understanding employee retention in hybrid work models, identifying critical elements in flexible work cultures.

2.1. Employee Job Satisfaction

Compensation, positive work relationships, career development opportunities, leadership, recognition, and safety all impacted on job satisfaction of employees (Locke, 1976). Increased flexibility, shorter commuting times, and better work-life balance are all benefits of the hybrid work paradigm (Laß & Wooden, 2022). Arrangements in hybrid working model can lead to increased job satisfaction. To enhance workplace happiness, employers should offer teleworkers support and resources (Yang, Murad, Mirza, Chaudhary, & Saeed, 2022). Employees may feel isolated and disadvantaged due to lack of access to resources (Susanto, Hoque, Jannat, Emely, Zona, & Islam, 2022).

2.2. Work Control, Digital Social Support, and Satisfaction with work schedule flexibility

In a hybrid work environment, an individual's well-being and their balance in life is heavily impacted by work control (Kirkham, 2022). High work control leads to less work-family conflict, improving overall well-being (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Organizations may assist people by giving them the tools and flexibility to manage their job obligations and schedules (Linh, Jin, Kiong, & Yin-Fah, 2016). Employees who have more freedom to make decisions and have control over their work schedules express better job satisfaction (Raziq & Maulabakhsh, 2015).

Digital social support provides emotional and instrumental support through digital means (Hunter, Jones, Delgadillo, & Kaveladze, 2022). People who use digital social support experience less loneliness, more power, connection, and a sense of legitimacy and belonging (Yu & Wu, 2021). Employers may utilize this data to create policies and initiatives that help workers in juggling work and family obligations, enhancing employee satisfaction and organizational success (KOSSEK, PICHLER, BODNER, & HAMMER, 2012). The study found a number of problems with the digital workplace, including the blurring of work and personal life boundaries, information overload, constant monitoring and control, a lack of job security, and diminished social connections, which can have detrimental effects on both employees and businesses (Marsh, Vallejos, & Spence, 2022). As more individuals rely on the internet and technology to satisfy their social and emotional needs, digital social support is becoming more crucial. It can improve mental health, general well-being, and stress management (Hunter, Jones, Delgadillo, & Kaveladze, 2022). To increase workplace autonomy and job happiness, businesses can build an empowering work environment through efforts like professional development, open communication, teamwork, and appreciation (Almeida, Ramos, & Santos, 2019). Organizations should support employees during remote work transition with check-ins, resources, and policies (Martin, Hauret, & Fuhrer, 2022). By offering employees access to knowledge and resources, enhancing control and job satisfaction, and creating a sense of connection and community, digital social support can increase work autonomy (Hunter, Jones, Delgadillo, & Kaveladze, 2022).

Work schedule flexibility satisfaction is an employee's contentment with their control over their work schedule, indicating a positive work-life balance (Clark, 2000). Eliminating commuting to work increases happiness (Laß & Wooden, 2022). Job satisfaction is influenced by job security, pay, and relationships (Dong, Wu, Ni, & Lu, 2021). Employees are more satisfied with their jobs and stay longer when they have more control over their work-life balance due to flexible schedules (Davidescu, Apostu, Paul, & Casuneanu, 2020). In hybrid work environments, organizations can change employee autonomy levels to enhance or decrease their amount of freedom (Reisinger & Fetterer, 2021). According to the flexibility versus autonomy spectrum, granting employee's autonomy is less of a perk and more of a must for businesses to stay competitive and relevant in the workplace (Miller, 2022). Flexible working arrangements may cause work to interfere with family time and make employees anxious even when they are not at work. Work family conflict helps in improving the balance in life of individuals (Chung, 2017). Both factors satisfaction with work schedule flexibility and autonomy helps in reducing conflict and improve job satisfaction (Yucel, 2019).

2.3. Job Autonomy

Job autonomy is essential for job satisfaction and decision-making (Yucel, 2019). Striking a balance between granting employees liberty and maintaining their welfare is crucial (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Leaders may promote a culture of independence and adaptability by giving values precedence over policies (Reisinger & Fetterer, 2021). Reduced work-life conflict and improved wellbeing result from job autonomy (Khawand & Zargar, 2022). Job satisfaction and performance both positively influenced by job autonomy (Zhou, Li, & Gong, 2019). Proper feedback of leaders and employees leads to positive job performance (Lee, Choi, & Kang, 2021). Job autonomy is linked to higher job satisfaction and motivation when an employee has control over their work decisions and actions (Yu & Wu, 2021).

2.4. Work Family Conflict

Balance in life requires striking in family & work (Clark, 2000). Work-family conflict can prompt an absence of balance between work life activities (Carr, Boyar, & Gregory, 2008). The connections between job satisfaction, job management, conflicts between work and family, and demographic factors are explored in depth in this study. Employers may utilize this information to create programs to increase employee support and work satisfaction. Because of their expertise and job stability, older workers may be more content with their positions, but women are more likely to have work-family conflicts, which have a negative influence on job satisfaction (Wu & Zhou, 2022). Hybrid work models lack physical separation, leading to work-family conflicts and increased stress and workload (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Job satisfaction negatively impacted by workloads, family responsibilities, training, salaries, and rewards (Gedif, Sisay, Alebel, & Belay, 2018). Work-family conflict may grow with hybrid work arrangements, although it is tempered by personality traits, coping mechanisms, and supervisor support (Linh, Jin, Kiong, & Yin-Fah, 2016). People need to make clear distinctions, manage their time, and receive support because conflict between workplace and family both can be positively and negatively affected during hybrid working (Laß & Wooden, 2022).

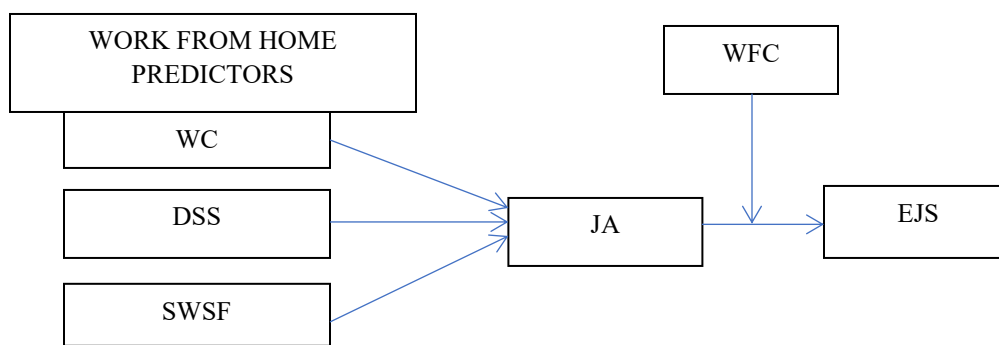


Figure 1: Theoretical Framework

The above framework shows the theoretical diagram for this research study, in which Work Control (WC), Digital Social Support (DSS), Satisfaction with Work Schedule Flexibility (SWSF), are work from home job predictors would be independent variables and Job Autonomy (JA) will act as mediator and Work Family Conflict (WFC) would be act as moderator and in this study Employee Job Satisfaction (EJS) will be used as dependent variable.

3. Hypothesis Development

3.1. Work Control, Digital Social Support, and Satisfaction with work schedule flexibility

In a hybrid work environment, an individual's well-being and their balance in life is heavily impacted by work control (Kirkham, 2022). High work control leads to less work-family conflict, improving overall well-being (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Organizations offer resources and flexibility for managing tasks and schedules (Linh, Jin, Kiong, & Yin-Fah, 2016). Employees with decision-making autonomy and schedule management experience higher job satisfaction (Raziq & Maulabakhsh, 2015). Digital social support provides emotional and instrumental support through digital means (Hunter, Jones, Delgadillo, & Kaveladze, 2022). The study highlights digital workplace issues like work-life balance, information overload, surveillance, job security, and reduced social connections, causing negative consequences (Marsh, Vallejos, & Spence, 2022). Digital social support is crucial for mental health, well-being, and stress management and can enhances work autonomy, job satisfaction, and connection for employees (Hunter, Jones, Delgadillo, & Kaveladze, 2022). Enhancing work culture through professional development, open communication, teamwork, and recognition for increased autonomy and satisfaction (Almeida, Ramos, & Santos, 2019). Employee flexible schedule indicates enhances the balance of work and life routine and control over schedule (Clark, 2000). Eliminating commuting to work increases happiness (Laß & Wooden, 2022). Job satisfaction is influenced by job security, pay, and relationships (Dong, Wu, Ni, & Lu, 2021). Flexible schedules boost job satisfaction and retention (Davidescu, Apostu, Paul, & Casuneanu, 2020). Organizations can adjust autonomy levels for hybrid work flexibility (Reisinger & Fetterer, 2021). Flexibility versus autonomy shifts from benefits to necessity for organizational competitiveness and relevance (Miller, 2022). Flexible work may cause work-family conflict, impacting employee well-being and affecting personal balance (Chung, 2017). Both factors satisfaction with work schedule flexibility and autonomy helps in reducing conflict and improve job satisfaction (Yucel, 2019).

H1: Work control positively impacts employee job satisfaction and job autonomy, but negatively affects work family conflict.

H2: Digital social support supports positively impact on employee job satisfaction and job autonomy, but negatively impacts work family conflict.

H3: Satisfaction with work schedule flexibility positively impacts employee job satisfaction and job autonomy, but negatively impacts work family conflict.

3.2. Job Autonomy, Employee Job Satisfaction, Work Family Conflict

Job autonomy is essential for job satisfaction and decision-making (Yucel, 2019). It is essential to create a balance between ensuring the well-being of employees and granting them autonomy (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Leaders create autonomy and flexibility by prioritizing principles over policies (Reisinger & Fetterer, 2021). Job autonomy improves work-life balance and overall well-being (Khawand & Zargar, 2022). Job satisfaction and job performance both positively influenced by job autonomy (Zhou, Li, & Gong, 2019). Proper feedback of leaders and employees leads to positive job performance (Lee, Choi, & Kang, 2021). Job autonomy is linked to higher job satisfaction and motivation when employees have control over their work decisions and actions (Yu & Wu, 2021). Job satisfaction depends on compensation, relationships, career development, leadership, recognition, and safety (Locke, 1976). Hybrid working model offers flexibility, reduced commute, and better work-life balance. People need to make clear distinctions, manage their time, and receive support because conflict between workplace and family both can be positively and negatively affected during hybrid working (Laß & Wooden, 2022). Hybrid work arrangements can lead to increased job satisfaction. Employers should offer support and resources for teleworkers (Yang, Murad, Mirza, Chaudhary, & Saeed, 2022). Balance in life requires striking in family & work (Clark, 2000). Work-family conflict can prompt an absence of balance between work life activities (Carr, Boyar, & Gregory, 2008). Hybrid work models lack physical separation, leading to work-family conflicts and increased stress and workload (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). Job satisfaction negatively impacted by workloads, family responsibilities, training, salaries, and rewards (Gedif, Sisay, Alebel, & Belay, 2018). Hybrid work models may increase conflict with families, but are moderated by personality, coping strategies, and supervisor support (Linh, Jin, Kiong, & Yin-Fah, 2016). The following are the proposed hypothesis reviewed by the prior studies.

H4: Job autonomy positively enhances employee job satisfaction but negatively affects work family conflict.

H5: Work family conflict can have both positive and negative effects on employee job satisfaction and job autonomy.

4. Methodology

4.1. Measurement Scale

Using the 5-point Likert scale, data were gathered through an online survey to determine how remote workers affect job satisfaction the items of the constructs in digital social support (six items), work control (twenty two items), satisfaction with work schedule flexibility (five items), job autonomy (nine items), employee job satisfaction (four items) and work family conflict (eight items) were consisted. For each item on the scale, 1 meant for "strongly disagree," and 5 meant "strongly agree." The scale included questions on employee age, gender, employees current work situations, and online platform used by the organizations for work at home. Based on the input we got, we changed the phrasing of the questionnaire items to make them clearer. The appendix contains a list of the components as well as the sources of adaptation.

4.2. Details of the survey

Research paradigm is the framework used for the research study, with positivism, quantitative methods, deductive approach, online survey, mono method, 5-point Likert scale, cross-sectional time horizon method, and non-probability convenience sampling method and technique was using to answer research question, followed by the research onion by Saunders (Saunders, Lewis, & Thornhill, 2009). The online survey form was distributed to 500 people and 270 responded. Smart PLS 4.0 software was used to analyze the data, and the data was conducted from 270 employees out of whom 230 responses were analyzed to measure the results, and this resulting in a 46% response rate. The technique that was employed for this study is non-probability convenience sampling.

4.3. Details of the respondents

Table 1 provides an overview of the participants' demographic data.

N=230

4.4. Data analysis methods

Confirmatory factor analysis was performed using Smart PLS 4.0 once a model was created. Table 2 contains the calculated Cronbach's alpha values for the constructions. The Alpha values of the constructs were determined by loading all measurement items many times.

All of the Cronbach's Alpha values that are higher than 0.7 are shown in the table above, signifying their validity and reliability. The construct of digital social support has the highest observed value in the table with a value of 0.942, while Employee Job Satisfaction has the lowest value with a value of 0.846. None of the numbers are less than 0.846 or greater than 0.942.

By demonstrating that constructs that are not expected to be substantially correlated with one another do not exhibit high correlation, discriminant validity is established (Hubley, 2014). To assess discriminant validity, cross-loading and Fornell and Larcker's technique are also used. In this study, the Fornell and Larcker approach is used to evaluate discriminant validity.

Table 1: Details of the respondents

	Category of the responses	Number of the responses	Percentage
Demographic Profile			
Gender	Male	86	37%
	Female	144	63%
	Total	230	100%
Age	18-25 years	133	58%
	26-35 years	63	27%
	36-45 years	23	10%
	46 and above	11	5%
	Total	230	100%
My Current Work Situation			
Organization Level	Upper	70	30%
	Middle	146	64%
	Lower	14	6%
	Total	230	100%
Preferred Workplace	Office	87	38%
	Home	71	31%
	Hybrid	72	31%
	Total	230	100%
Do you work from home since the outbreak of the Covid-19 virus?	Yes, I only work from home.	46	20%
	Yes, I sometime work from home.	92	40%
	No	92	40%
	Total	230	100%
Online platform used by organization for work at home			
Social media application that used by organization for official task	WhatsApp	183	20%
	Facebook Messenger	22	40%
	Instagram	25	40%
	Total	230	100%
Virtual meeting platform used by organization for official meeting and discussion	Microsoft Team	33	20%
	Zoom Meeting	148	40%
	Skype	49	40%
	Total	230	100%

Table 2: Cronbach alpha of the constructs

	Cronbach's alpha
DSS	0.942
EJS	0.846
JA	0.882
SWSF	0.938
WC	0.926

The table displays diagonal values that indicate the square root of the average variance extracted (AVE), as well as off-diagonal values that illustrate correlations between various components. To demonstrate discriminant validity, crosswise items must score higher than non-crosswise elements. The table illustrates the importance of the constructs by showing that, per Fornell and Larcker's criterion, all diagonal values are greater than non-diagonal values.

Table 3: Discriminant Validity

	DSS	EJS	JA	SWSF	WC
DSS	0.923				
EJS	0.501	0.875			
JA	0.835	0.453	0.946		
SWSF	0.234	0.279	0.307	0.895	
WC	0.795	0.390	0.820	0.510	0.830

Table 4 Factor Loading

Constructs/Items	Loadings
Digital Social Support (DSS)	
DSS1	0.915
DSS2	0.925
DSS4	0.924
DSS5	0.929
Employee Job Satisfaction (EJS)	
EJS1	0.946
EJS2	0.818
EJS3	0.857
Job Autonomy (JA)	
JA3	0.942
JA6	0.950
Satisfaction with Work Schedule Flexibility (SWSF)	
SWSF1	0.930
SWSF2	0.913
SWSF3	0.873
SWSF4	0.853
SWSF5.	0.906
Work Control (WC)	
WC1	0.874
WC2	0.837
WC3	0.807
WC4	0.834
WC5	0.860
WC15	0.812
WC17	0.783
Work Family Conflict (WFC)	
WFC1	0.862
WFC4	0.830
WFC5	0.854

5. The Results of Analysis

5.1. The Measurement Model

To conduct the data analysis SEM is used in which measurement model testing includes internal consistency, indicator reliability, convergent validity, and discriminant validity. Figure 2 shows the model created for testing the research's hypotheses. Table 4 provides the final model's standardized item loadings. All of the measurement items have standardized weights that are considerably ($p < 0.05$) over 0.6 loaded into their respective latent structures. The following table shows the constructs and items of each variable after made the model fit.

It's considered unsatisfactory if the Factor Loading value is less than 0.60 (Chin, 1998a). The numbers in the table above are all more than 0.60, suggesting that every item is significant and acceptable.

5.2 The Structural Model:

In figure 2, the structural model is displayed.

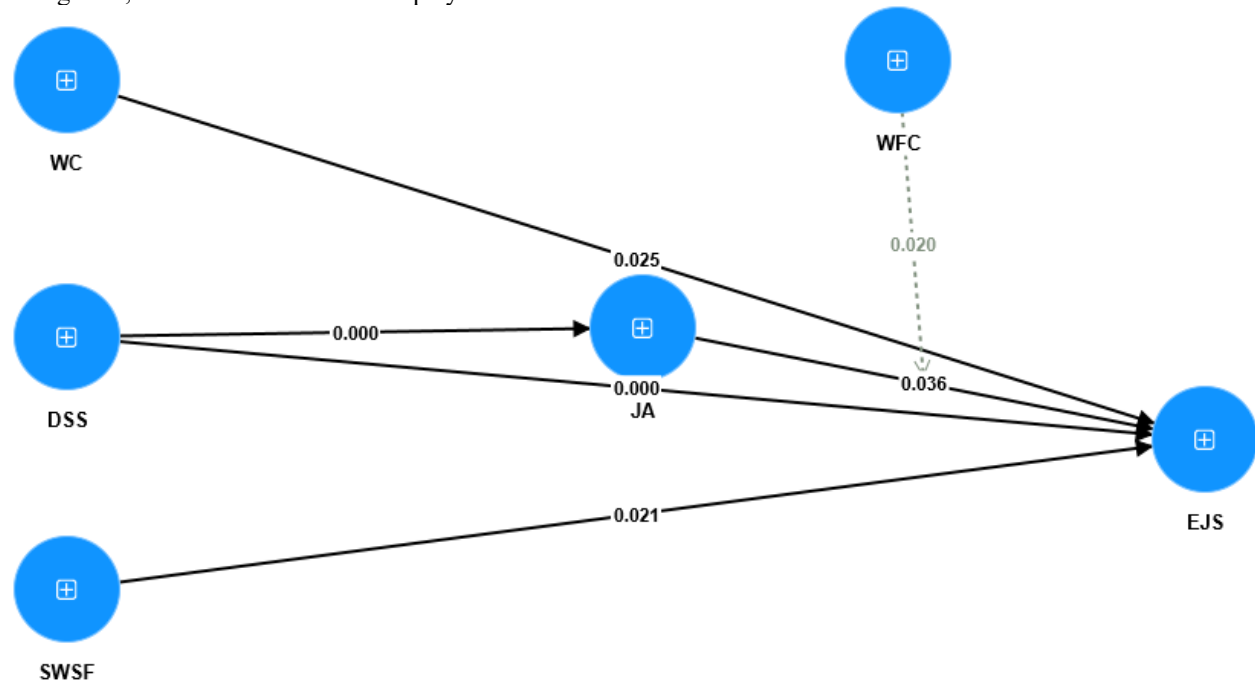


Figure 2: Structural Model

Table 5 provides the structural loadings for the model's structures.

Table 5: Path Coefficient

Path		T statistics ($ O/STDEV $)	P values
H1	DSS -> EJS	3.722	0.000
H2	DSS -> JA	42.662	0.000
H3	JA -> EJS	1.804	0.036
H4	SWSF -> EJS	2.044	0.021
H5	WC -> EJS	1.970	0.025
H6	WFC -> EJS	12.798	0.000
H7	WFC x JA -> EJS	2.061	0.020

Digital social support has a positive impact on employee job satisfaction and job autonomy, and it also has a positive impact on employee job satisfaction when it comes to work control, work schedule flexibility, and employee job autonomy ($t > 1.96$ and $p < 0.05$). The study accepts the premise that there is a substantial association between digital social support, work control, contentment with work schedule flexibility, job autonomy, and employee job satisfaction. The table shows the direct effect of (DSS -> EJS), (DSS -> JA), (JA -> EJS), (SWSF -> EJS), (WC -> EJS), (WFC -> EJS), confirming the hypothesis. The study finds that there is moderation effect of work family conflict, job

autonomy, and employee job satisfaction (WFC x JA → EJS). The results of bootstrapping shows a substantial direct effect through job autonomy as the p and t value should be ($p < 0.005$, $t > 1.96$).

5.2. Summary of the results of the hypothesis

Table 6: Results

Sr. #	Hypothesis	Results
H1	Digital social support is positively influenced the employee job satisfaction.	Accepted
H2	Digital social support is positively influenced the job autonomy.	Accepted
H3	Job autonomy has a significant impact on employee job satisfaction.	Accepted
H4	Satisfaction with work schedule flexibility has a positive impact on employee job satisfaction.	Accepted
H5	Work control is positively influenced by employee job satisfaction.	Accepted
H6	Work family conflict is positively influenced by employee job satisfaction.	Accepted
H7	Work family conflict is positively moderated by the employee job satisfaction through job autonomy.	Accepted

5.3. R² Effect Size

Table 7: R² Effect Size

	R-square
EJS	0.625
JA	0.697

EJS has 62.5% R² effect size and JA has 69.7%, values around 0.67 being acceptable, 0.333 average, and 0.19 weak (Chin, 1998b).

Data analysis was conducted to assess the reliability of the research model and its configuration, with all values considered acceptable and significant. Factor loadings were used to assess the reliability of the indicators. Convergence and discriminant validity were assessed using AVE and Fornell and Larcker methods (Fornell and Larcker, 1981). There is a significant relationship between DSS, JA, and EJS after testing of R², F², and pathway coefficients, and there is significant moderation between work family controls on the employee job satisfaction through job autonomy.

6. Discussion

The measure of work control is the extent to which employees having control in the environment that which they are working, utilizing a modified five-point Likert scale by (Dwyer & Ganster, 1991), items was taken from page 608 of the appendix. Digital social support is beneficial for geographically isolated individuals with social anxiety, items for this five point likert scale was adapted from the appendix part by (Yu & Wu, 2021). Five point likert scales has been used to measure the extent of satisfaction with work schedule flexibility of employees which is modified by (Rothausen, 1994), Items were taken from page 326 of the text page. Job autonomy is important in diverse workforce, impacting on effectiveness of the organization and on well-being of employees. It varies depending on the organization and job, using a five-point likert scale modified by (Yu & Wu, 2021). A type of work-family conflict known as inter-role conflict occurs when work-life obligations conflict with personal or family obligations. The (Kopelman, Greenhaus, & Connolly, 1983), measure evaluates inter-role conflict using a five-point Likert scale, based on eight items from appendix 15 modified by (Thomas & Ganster, 1995). A positive work environment and an engaged and productive workforce are both aided by job satisfaction of employees. Five point likert scales has been used to measure this that is adapted by (Yu & Wu, 2021).

This survey results show that job autonomy positively impacts employee job satisfaction by providing authority and responsibility over work, as it enhances their sense of authority (Zhou, Li, & Gong, 2019; Yu & Wu, 2021). The results for the second research question shows that previous research (Lee, Choi, & Kang, 2021) has shown that job autonomy is a key mediator in a hybrid work environment. Work control and digital social support can help individuals manage their work assignments and schedules effectively (Linh, Jin, Kiong, & Yin-Fah, 2016). Empowerment in the workplace promotes job satisfaction and well-being (Almeida, Ramos, & Santos, 2019). Job autonomy is significantly impacted by employee satisfaction with work schedule flexibility, as low autonomy and flexibility result in full-time office work (Miller, 2022). Medium autonomy allows employees to work from multiple locations, while high autonomy allows them to work anywhere and allows their employees the accessibility of the office space in the organizations (Yucel, 2019). The results for the third research question shows that employee job satisfaction is negatively impacted by work

family conflict (Linh, Jin, Kiong, & Yin-Fah, 2016). Research shows the arrangements in hybrid working model increase work-family conflict due to blurred lines between work and home (Obrenovic, Jianguo, Khudaykulov, & Khan, 2020). JA reduces WFC and increases EJS by balancing work and family responsibilities. It acts as a mediator, enabling employees with higher job autonomy to handle work-family demands and experience higher EJS (Gutiérrez, Polo, Zambrano, & Molina, 2020). Employee job satisfaction reported high when there is greater control over the work and where employees have power of decision making (Lee, Lee, Choi, & Kim, 2022). In the hybrid work environment, work family conflict can reduce if there is greater job autonomy and it can increase employee job satisfaction. Individuals or employees having control over schedules of working are more satisfied because they are able to follow their family and work requirements. Work independence can create the positive relationship between WFC and EJS (Ninaus, Diehl, & Terlutter, 2021; Gutiérrez, Polo, Zambrano, & Molina, 2020). In the IT sector, employee job satisfaction can be affected positively or negatively by job autonomy, but providing technology and communication resources can be beneficial. Systems, for example, adaptable work courses of action, representative help programs, and strong work environment societies can assist people with overseeing and manage competing demands (Johnson, et al 2020).

7. Conclusion

Job autonomy is crucial for employee job satisfaction in hybrid work models, and organizations must involve employees in implementing change. Digital social support and work control directly impact job autonomy. Work from home job characteristics may predict employee performance and willingness to embrace change. Low work family conflict is better suited for hybrid work models, while high conflict may resist change.

This study provides valuable insights into factors influencing employee job satisfaction in hybrid work models, but it has limitations. Its focus on the IT industry may not apply to other sectors, and the study was conducted in Pakistan, which may result in discrepancies due to differences in social status, culture, attitudes, and moods. Comparative studies between urban and rural populations and between male and female workers could also help understand the impact of job autonomy. Additionally, this study's findings may not fully comprehend job autonomy, compensation, culture, and work-life balance. The hybrid working model's limited literature makes it challenge for research study on job autonomy, requiring acknowledgement and addressing for research credibility, validity, and reliability.

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