Examining Factors Influencing Employee Job Satisfaction in a Hybrid Work Setting: A Case Study of an Oil & Gas Company

**Mohamad Fareezan Abdul Rasid[1], Mohd Azri Mohd Aris[1], Nik Harisha Qistina Nik Hamdi[1]
& *Suriana Ramli[1]**

[1]Arshad Ayub Graduate Business School,
Universiti Teknologi MARA
Malaysia

*Corresponding author's email: surianaramli@uitm.edu.my

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ABSTRACT

The COVID-19 pandemic has presented unexpected challenges, compelling employees across the globe to change how they work. The widespread implementation of nationwide lockdowns has significantly accelerated the adoption and integration of technology, prompting firms to incorporate digital practices and processes into their operations swiftly. Post-pandemic, organizations are now more adept at a hybrid mode, allowing workers to operate remotely and in the office. Adjusting to this new norm may bring additional challenges for leaders and employees unfamiliar with working remotely. This study looks into the relationship between a hybrid working arrangement and employee job satisfaction, emphasizing changes in working conditions, work-life balance, and leadership influence. This study corresponds with Herzberg's Two Factor Theory, which was used in several studies to assess employee work satisfaction. The study employs a quantitative method, using a questionnaire. The survey was sent to 90 identified employees for a period of one month. After a series of follow-ups, 73 complete questionnaires were collected. Based on the data analysis of 73 respondents, it was discovered that working conditions, work-life balance, and leadership influence significantly influenced employee job satisfaction. Based on these findings, it is recommended that organizations create a conducive work environment by providing adequate space for flexible work, ensuring work-life balance by restricting leaders from assigning unnecessary tasks to employees beyond official working hours and emphasizing motivational support and clear performance goals. Future research should look into these qualities in different environments or types of firms.

Keywords: Hybrid Working Arrangement; Herzberg's factor Theory; Employee Job Satisfaction

1.0 INTRODUCTION

The COVID-19 epidemic has introduced new obstacles that have compelled employees globally to change their working arrangements. Nationwide lockdowns have significantly increased the use and implementation of technology, prompting organizations to swiftly incorporate digital practices and processes into their business (Deschênes, 2024; Yurchynska, 2024; Verma et al., 2022). Workers who typically operate on-site had to transition to remote work to comply with government requirements implemented during the COVID-19 lockdown. This arrangement allowed flexibility in the employment agreements between the business and employees to maintain productivity levels (Matli, 2020). A study conducted by Oppong Peprah (2024) highlighted that many firms continue implementing hybrid workplaces even though the lockdown has lifted. A hybrid work mode involves a workforce partially spread across numerous sites and partially located in typical cubicles and manufacturing areas, offering freedom and options (Beno, 2021). The benefit is that the person can work remotely and needs to be present in the office on specific days or times each week rather than commuting daily.

According to research conducted in the United Kingdom by Adekoya et al. (2022), 65% of employees favour working in hybrid mode over entirely remote. Furthermore, employees exhibit higher productivity levels while operating under hybrid arrangements, alternating between working from home and the office or site. Employees in Germany, India, and the United States who are content with relationships at work are 2.5 times more likely to report that their productivity is at least as high as before the pandemic, as per a study by Hilberath et al. (2020). Working in this style can lead to increased productivity for employees compared to working in a centralized workplace, giving them greater autonomy in handling tasks. Malaysian employees have preferred flexibility in their work, with 78% desiring a hybrid working solution (EY, 2021).

Organizations have adopted the hybrid work model to attract and retain individuals who prefer this arrangement and to save office space costs by implementing open-space offices or hot-desking. Determining whether personal and technical concerns can impact employee productivity is crucial. Organizations need to comprehend how their hybrid working model will impact employee job satisfaction, considering its potential effects on employees' hygiene and motivation.

1.2 Problem Statement

The COVID-19 pandemic has caused many companies to adopt a hybrid working model, leading to office setup, communication, work-life balance, workload, and employee motivation challenges. It is essential to address these issues to improve job satisfaction and employee well-being. COVID-19 has led to changes in our work, including increased teleworking, office design modifications, configuration adjustments, and re-engineering of office working protocols (Deschênes, 2024; Yurchynska, 2024; Parker, 2020). In Malaysia, employees have shown a desire for flexibility in their work arrangements, with 78% favouring a hybrid working model that includes both working from home and at the office, according to a survey by EY in 2021.

This hybrid approach enables employers to save costs using activity-based offices, open-plan offices, or hot desking concepts, potentially cutting office space expenses by up to 30% (Tejaswini Singhal, 2022). Nevertheless, this idea has negative impacts when employees express dissatisfaction with noises, density, privacy, distractions, presence of others, crowding, social environment, inefficiency, and ambient circumstances, ultimately resulting in reduced satisfaction (Rasila & Rothe, 2012). This issue occurs because workstations are communal rather than assigned to individual users. Reducing the floor layout may lead to a shortage of working desks, especially when several employees like to work on the same day. Employees must reserve the desk up to one month ahead under this arrangement.

Transitioning from working from home to a hybrid model will impact employees accustomed to the entire remote work arrangement. They will now experience the time-consuming commute to work again, resulting in a loss of time that could have been spent with family and incurring financial costs for transportation. In addition, managing three to four projects simultaneously is challenging and can result in burnout if not effectively handled. Fatimah R. Khateeb (2021) emphasized that limited time and energy resources can cause employee stress and burnout. Another aspect of the hybrid model is employees working remotely or from home, which presents challenges. A study conducted by Morikawa (2022) emphasizes that reduced involvement with leadership and contact with colleagues among employees leads to decreased motivation. The organization must reassess its employee management practices and enhance empowering leadership

to allow employees' job autonomy and prevent them from experiencing anxiety, fatigue, and job dissatisfaction.

Our research aims to investigate these topics from the employee's viewpoint to assist the organization in making informed decisions and implementing steps to enhance employee morale and job satisfaction. Based on the problems we have identified, this study has developed specific research objectives, which are:

RO1: To examine the relationship between working conditions and employee job satisfaction.

RO2: To examine the relationship between work-life balance and employee job satisfaction.

RO3: To examine the relationship between leadership influence and employee job satisfaction.

The research objectives attempt to provide the answer and justification for the following questions;

RQ1: Do working conditions influence job satisfaction among employees?

RQ2: Does the work-life balance influence job satisfaction among employees?

RQ3: Is there any significant relationship between leadership influence and employee job satisfaction?

The following section will discuss each factor identified in the problem statements. It further articulated the relationship between working conditions, work-life balances, and leadership's influence on employee job satisfaction.

2.0 LITERATURE REVIEW

Working arrangements have undergone significant changes since the onset of the COVID-19 epidemic. Several businesses are implementing flexible working arrangements that combine time in the office with remote work, known as a hybrid mode. Beno (2021) defines a hybrid workforce as being partially spread across several locations and partially located in a standard office setting such as a cubicle or factory floor. Employees enjoy working remotely because they believe it increases productivity due to reduced travel time and the ability to independently arrange their job tasks or deliverables (Verma et al., 2022).

Meanwhile, businesses view the shift in working arrangements as a chance to lower office space expenses. Implementing open-plan offices can reduce office floor costs by up to 30% (Tejaswini Singhal, 2022). Management culture and leadership will encounter issues due to reduced face-to-face daily interaction from implementing hybrid management approaches. Recognizing the work-life balance businesses must preserve or attain, notwithstanding the urgency to recover productivity lost due to COVID-19, is essential.

2.1 Critical Review of Dependent Variable

2.1.1 Employee's Job Satisfaction

Employee job satisfaction is acknowledged as a crucial element in an organization's success, based on the belief that content employees are more likely to be productive (Voordt & Jensen, 2021). Gastearena-Balda et al. (2021) found that employee happiness is associated with various aspects of company performance, such as firm performance, productivity, job engagement, organizational commitment, employee trust, and turnover intention. Previous studies clarified why it is a fundamental subject of study in human resource and organizational behaviour.

Employee job satisfaction is influenced by inherent elements such as emotions and personality and extrinsic factors like communication and working circumstances. Job happiness is influenced by multiple aspects, with financial compensation being only one of them. Leaders are responsible for improving employee satisfaction to create a favourable work atmosphere, boost morale, and provide necessary resources for task completion (Kiarie et al., 2017). A manager or leader must be able to recognize and address employees' requirements. These needs can be classified as lower-order needs, including affiliation, job stability, decent salaries, suitable working conditions, and higher-order needs, such as growth, achievement, esteem, and self-actualization (Farrington & Lillah, 2019). The new work arrangements, like flexible work schedules and hybrid models, have brought about challenges such as work overload, role ambiguity, and limited involvement in decision-making. These issues hurt employee satisfaction and increase employee turnover rates (Marshall, 2020).

Studies often emphasize the significance of leadership roles concerning their workforce. Joo & Lee (2017) highlight the importance of leadership in influencing employee career satisfaction and work engagement. They emphasize that employees should prioritize the leadership role to enhance their satisfaction and

engagement in the workplace. Establishing trust and collaboration among employees and clarifying goals, duties, responsibilities, and accountabilities for both in-office and remote workers is crucial in today's rapidly advancing technological landscape (Verma et al., 2022). Pawirosumarto et al. (2017) emphasize that the work environment significantly influences employee satisfaction, leadership, and organizational culture. Factors such as space, physical layout, noise, tools, materials, and relationships with coworkers all play a crucial role. The literature emphasizes that employee happiness is vital for retaining employees and preventing turnover.

Organizations must prioritize and manage employee happiness, necessitating focus from both leadership and the business. Employee satisfaction can enhance organizational productivity by fostering a content, joyful, and driven staff. Meeting employee satisfaction will decrease turnover and likelihood, enabling leadership to concentrate on core business operations.

2.2 Critical Review of Independent Variables

2.2.1 Working Condition

Budie et al. (2019) defined employee satisfaction with working conditions as meeting employees' physical, functional, and psychological comfort needs in the workplace. Physical comfort pertains to essential requirements in all workplace structures, mainly focusing on the physiological needs for environmental comfort, such as climate and visual comfort. Functional comfort pertains to work-related requirements like concentration, proximity to colleagues, ergonomics, space, and communication. Deschênes (2024) found that collaborative technology allows better employee communication, resulting in positive proximity. Psychological comfort includes privacy, territory, individuality, and social engagement.

Aidla et al. (2022) describe the cell office as a typical closed office that can be either shared or single cells. An open-plan office is characterized by a layout where all workers work in the same area. The third type of office design is activity-based, combining private and open areas. This design blends traditional closed offices with open-plan spaces, allowing employees to select their workspace based on their tasks. The main objective of activity-based and open-plan offices is to enhance communication and collaboration among employees by placing co-workers in close proximity and within view. De Paoli & Ropo (2015) noted that project managers overseeing virtual teams found that open-plan offices enhance information sharing and competence integration. This arrangement is crucial for knowledge workers to communicate and interact effectively in a transparent, open physical workspace.

Companies implementing hybrid or flexible working arrangements utilize open-plan offices, flexible workspaces, or Activity-Based-Working (ABW) to allow employees to choose a working setup that best fits their tasks (Chua et al., 2022). Flexible working arrangements can include hot desking, where desks in an open-plan office are accessible for any employee to use on a first-come, first-served basis. The desk is a shared workspace in the office, not assigned to a specific employee (Sonthya Vanichvatana, 2018). The significance of working conditions is well supported by theoretical evidence, particularly from Frederick Herzberg's Motivation-Hygiene theory from the 1950s, which suggests that the nature of the work itself has a more significant impact on well-being and satisfaction than the working conditions.

Depending on the nature of the activity, certain areas are unequally affected by distracting work surroundings. Knowledge workers must assess, manipulate, and synthesize many sources of knowledge, depending greatly on an undisturbed, focused setting (Morrison & Stahlmann-Brown, 2020). Budie et al. (2019) examined the impact of specific workspaces in office concepts like Activity Based Office on work satisfaction. They found that differences in satisfaction exist between employees with different workspaces in conventional offices and those in Activity Based Offices. The study concluded that the work environment, office concepts, and specific workspace significantly influence employee satisfaction. Open-plan and activity-based offices include negatives such as less personalization and sense of belonging, lack of privacy, and security concerns about leaving personal things unattended when desks are regularly moved (Gao et al., 2022).

Additional research is required to gain a deeper understanding of the preferences of various generations regarding office environments. A supportive work environment that caters to employees' varied requirements is essential to enhancing satisfaction and productivity.

2.2.2 Work-Life Balance

Organizations have adopted a hybrid working model due to the limitations of the work-from-home policy, which is often favoured by health-conscious employees (Sampat et al., 2022). Hybrid working allows employees to achieve a better work-life balance. Hybrid working arrangements offer benefits such as more work autonomy, more time with family, better ability to handle family matters, lower absenteeism during illness, and savings on travel costs (Diab-Bahman & Al-Enzi, 2020). Yang's 2021 study demonstrated positive employee results that enhance happiness and work-life balance, as noted by Verma et al. (2022). Research has shown that teleworking undermines the barriers between work and personal life since work and home matters become interconnected (Roumpi, 2021).

Another crucial element of work-life balance is preventing employees from suffering burnout caused by an overwhelming workload. In Malaysia, the level of burnout among employees in both private and government sectors is average. Ignoring factors contributing to work burnout can negatively affect employees' emotional, physical, social, and professional lives (Hassim et al., 2022). The results emphasize the significance of the working environment and office layouts on employee satisfaction. Physical comfort, functional comfort, and psychological comfort are vital factors. Varying office layouts, such as open-plan and activity-based workplaces, can improve employee communication and collaboration. Concerns around personalization, privacy, and security are present. Organizations should take into account employees' needs while creating workplace spaces. Creating work environments that enhance productivity and cater to individual preferences is vital since it dramatically affects employee satisfaction and well-being.

2.2.3 Leadership Influence

Agha et al. (2018) suggest that Human Resources can assist in maintaining employees' work-life balance to prevent performance disruptions by implementing policies and establishing a support system. Consequently, retaining talent in organizations can assist management in maintaining high performance, as a decrease in this area might impact an organization's overall effectiveness (Rodríguez-Sánchez et al., 2020). Human Resource Management also ensures that other support, such as training, is appropriately addressed, as previous research has shown that implementing advanced technology without proper training can lead to technostress (Baskaran et al., 2020).

Trust among co-workers or employees can be described as the readiness of an individual to be open to the behaviour and actions of a colleague that are beyond their control (Kifor et al., 2022). Working from home necessitates greater trust from supervisors and managers since they cannot personally oversee their staff's performance, unlike in an office setting. Insufficient trust can lead managers or supervisors to micromanage, resulting in stress for lower-level employees owing to a lack of job autonomy. Managers are concerned that remote work may result in a lack of control over the employees, making them hesitant to use the system (Stoker et al., 2022). Leaders can inculcate trust by improving teamwork between the employees by allowing effective communication, better coordination, and providing social and emotional connections among the team members (Bula, 2024)

According to Kifor et al. (2022), job autonomy, engagement, trust in co-workers, and self-efficacy could impact an employee's social and technical performance. Another study confirmed that task- and relation-oriented leadership improved workers' performance in the virtual environment (Bartsch et al., 2021). Leadership styles that focus on tasks and relationships encourage employee adaptability and boost self-regulation, ultimately leading to better job independence. Conversely, closely supervised personnel have reported experiencing worry, fatigue, and dissatisfaction amid the COVID-19 epidemic (Kifor et al., 2022). To lead effectively in remote work settings, managers should reduce their prescriptive leadership style and enhance empowering leadership to allow employees' job autonomy (Stoker et al., 2022).

Human resources are vital in overseeing work-life balance and assisting employees in remote work. Effective policies and support mechanisms are essential to maintain employees' performance without interruptions. Retaining talent is crucial for organizational performance. Trust among co-workers is crucial in remote employment since supervisors lack direct oversight of employees. Insufficient trust can result in micromanagement and decreased job autonomy, leading to stress. Leadership styles that focus on tasks and relationships can improve performance in virtual settings by encouraging adaptability and self-regulation. Rigorous surveillance could lead to feelings of anxiety, exhaustion, and discontent. Successful leadership in remote work requires decreasing directive leadership and enhancing empowering leadership to grant people job autonomy.

2.3 Conceptual Framework

This study utilizes Frederick Herzberg's Two-Factor Theory to examine the elements influencing employee satisfaction based on individual requirements, aspirations, and goals. The Frederick Herzberg-cleanliness Theory, introduced in 1950, posited that employee satisfaction is determined by cleanliness and motivation (Timoti, 2020). Hygiene factors are external elements that help avoid employee discontent, whereas incentive factors are internal elements that enhance employee contentment. This hypothesis posits that hygiene considerations not directly enhance employee contentment but mitigate potential workplace dissatisfaction.

Figure 1 illustrates the dependent and independent variables of the investigation. The dependent variable is the primary variable of interest to the researcher, while independent factors might positively or negatively impact the dependent variable. The independent variables, specifically working conditions, work-life balance, and leadership influence, impact employee satisfaction with hybrid working arrangements. Understanding the theory is crucial for researchers to establish a theoretical foundation for problem-solving during the research process. The theoretical framework assists the researcher in establishing the research objective, direction, and foundation, ensuring clarity and consistency for subsequent steps.
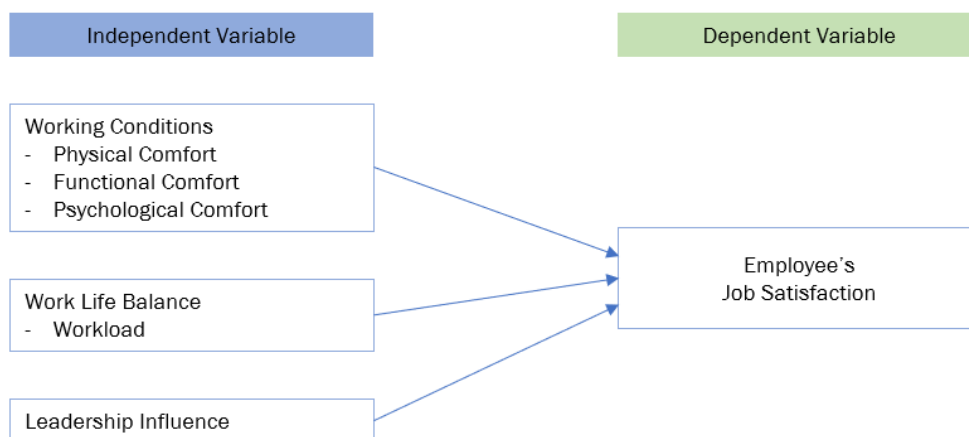

Figure 1: Theoretical Framework Factors Affecting Employee's Job Satisfaction with Hybrid Working Environment.

Adapted from **Budie et al. (2019)***,* **Hassim et al. (2022)***, and* **Diab-Bahman & Al-Enzi, 2020***.*

Based on the justification and discussion on the potential of the working conditions, work-life balance and leadership influence on employee job satisfaction, the following hypotheses are presented:

> H_1: Working conditions will have a significant influence on employee's job satisfaction
>
> H_2: Work-life balance between time at the office and workload will significantly influence employee job satisfaction.
>
> H_3: Leadership influence will have a significant relationship with employee job satisfaction.

3.0   METHODOLOGY

The study employed a positivist perspective and utilized quantitative research methods to investigate the elements that impact employee job satisfaction in a hybrid work environment. This method is frequently utilized to determine the relationship between independent and dependent variables (Williams, 2007). The researchers will use tools or software to analyse survey data using quantitative research methodologies. The researchers use a descriptive research approach to identify the features of a problem by providing a detailed description. The data will be gathered according to specific criteria to demonstrate the pertinent relationships.

The questionnaire will be distributed to 90 Engineering and Construction Department employees out of 527 employees in the oil and gas firm, as indicated in Table 1. This strategy was chosen for its feasibility and convenience, particularly regarding confidentiality concerns within the company's human resource management. Based on Sekaran and Bougie's (2016) recommendation, a sample size of at least 73 is

appropriate for a population of 90 employees. The engineering and construction department was chosen for the research because a substantial amount of employees' time in this area was spent at the office. The engineering and construction department mainly consists of office-based work, unlike other departments like operations, exploration, and drilling, which sometimes entail offshore or on-site activity. This trait makes it an appropriate department to analyse from this study's perspective.

Table 1: Distribution of Questionnaire

Respondent	Population Size
Engineering and Modification Section	48
Development Project Section	37
Quality Assurance and Quality Control Section	5
Total	**90**

The target population refers to specified and comprehensive groups pertinent to the research. This study examines the elements that impact employee productivity within a mixed work setup. It focuses on the oil and gas industry workforce, comprising approximately 90 individuals. Table 3.1 above illustrates the distribution of questionnaires.

The data collected from the questionnaire was analysed using the statistical software Social Science Statistical Package (SPSS) version 29. The data analysis consisted of three steps: data preparation, exploration, and analysis.

4.0 RESULT AND FINDINGS

The survey was sent to 90 identified employees for a period of one month. After a series of follow-ups, 73 complete questionnaires were collected. The Confirmatory Analysis is used to identify and help confirm the hypothesis of the variables used to measure the component. Table 2 shows that the KMO sampling adequacy is above 0.75, which is higher than 0.5, which shows enough samples to measure the relations of variables. Bartlett's Test of Sphericity also indicates a significant level of $p < .05$) to confirm that our variables have patterned relationships.

Table 2: Confirmatory Factory Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.752
Bartlett's Test of Sphericity	Approx. Chi-Square	492.836
	df	78
	Sig.	0.000

A reliability test was run to identify the consistency of the scale reliability for each variable in the study, including the dependent variable (Employee Job Satisfaction) and the independent variables (Working Conditions, Work-Life Balance, and Leadership Influence).

Table 3: Overall Reliability Test

Cronbach Alpha	Cronbach Alpha based on standardized items	No. of Items	Indicator
0.852	0.860	19	Very Good

The reliability test findings indicate the consistency and reliability of the scale used in the study. The results indicate that all the variables achieve acceptable levels, i.e., more than 0.6 (Sekaran & Bougie, 2016). The overall Cronbach Alpha coefficient for all items is 0.852, considered "very good", as shown in Table 3. The result suggests that the scale has high internal consistency. When examining each variable individually, the Cronbach Alpha values for employee's job satisfaction, working conditions, work-life balance, and Leadership Influence are 0.600 (moderate), 0.651 (moderate), 0.885 (very good), and 0.915 (excellent), respectively as shown in Table 4. These results suggest that the scales used for work-life balance and leadership influence demonstrate high internal consistency. In contrast, the scales for employee job satisfaction and working conditions show moderate internal consistency. Overall, these findings provide

evidence for the reliability of the measurement instruments used in the study and support the validity of the data collected for further analysis.

Table 4: Reliability Test for Each Variable

Variables	No. of Item	Cronbach Alpha Value	Indicator
Employee's Job Satisfaction	6	0.600	Moderate
Working Condition	3	0.651	Moderate
Work-Life Balance	4	0.885	Very Good
Leadership Influence	6	0.915	Excellent

4.1 Demographic Analysis

Section A of the questionnaire focuses on capturing the demographic profile of the participants. The frequency analysis for respondents' profiles is presented in Table 5, depicting the frequency count and corresponding percentages.

Table 5: Demographic Analysis

Variables	No. of Items	Frequency	Percentage (%)
Gender	Male	55	75.3
	Female	18	24.7
	Total	**73**	**100**
Ethnicity	Malay	59	80.8
	Chinese	6	8.2
	Indian	3	4.1
	Others	5	6.8
	Total	**73**	**100**
Marital Status	Single	4	5.5
	Married	68	93.1
	Divorced	1	1.4
	Total	**73**	**100**
Age	20-29 years old	0	0
	30-39 years old	14	19.2
	40-49 years old	44	60.3
	50-59 years old	15	20.5
	Total	**73**	**100**
Education Level	SPM	2	2.7
	Diploma	7	9.6
	Bachelor's Degree	52	71.2
	Master's Degree	12	16.5
	PhD	0	0
	Total	**73**	**100**
Years of Employment	0-10 years	11	15
	11-20 years	33	45.2
	21-30 years	22	30.1
	> 30 years	7	9.7
	Total	**73**	**100**

The data provided reflects the demographic characteristics of the participants. It comprises characteristics including gender, ethnicity, marital status, age, education level, and years of employment. Regarding gender, 75.3% of the respondents were male, and 24.7% were female. 80.8% of respondents identified as Malay, 8.2% as Chinese, 4.1% as Indian, and 6.8% as others. Regarding marital status, the majority of respondents (93.1%) were married, with a lesser proportion being single (5.5%) or divorced (1.4%). The respondents were categorized by age as follows: no participants were in the 20-29 age group, 19.2% were in the 30-39 age group, 60.3% were in the 40-49 age group, and 20.5% were in the 50-59 age group. The majority of respondents had a bachelor's degree (71.2%), followed by a master's degree (16.5%), Diploma (9.6%), and SPM certification (2.7%) in terms of education level. Finally, the duration of employment

ranged from 0 to over 30 years, with 15% having 0-10 years of experience, 45.2% having 11-20 years of experience, 30.1% having 21-30 years of experience, and 9.7% having over 30 years of experience.

4.2 Regression Analysis

Regression analysis was carried out to examine the relationship between employee job satisfaction and independent variables, such as working conditions, work-life balance, and leadership influence. Table 6 shows the regression analysis result.

The regression analysis indicates a significant relationship between the independent variables (working conditions, work-life balance, and leadership influence) and the dependent variable (employee job satisfaction) at a significance level of 0.05. A positive beta value signifies a positive correlation between working conditions, a pleasant work-life balance, and effective leadership directly correlated with increased employee job satisfaction.

Table 6: Regression Analysis

Item	Standardise Beta	(t) value	Significant (p-value)
Working condition	0.300	3.110	0.003
Work-life balance	0.344	3.640	0.001
Leadership Influence	0.361	3.694	0.000
R-square			0.444
Adjusted R-square			0.418
F-Value			17.041
P-Value			0.000

Note: *p-value less than 0.05

Table 6 shows an adjusted R-Square value of 0.42. Approximately 42% of the variation in employee satisfaction can be explained by the combined influence of the working situation, work-life balance, and leadership influence independent variables, as indicated by the adjusted R-Square value. 58% of the total variation was unexplained or could be explained by other variables. Other elements or variables not considered in the analysis also play a role in influencing employee happiness, in addition to working environment, work-life balance, and leadership. The unexplained factors may include individual differences, organizational culture, job characteristics, or other variables not accounted for in the study.

All three independent variables (Working condition, Work-life balance, and leadership influence) in this analysis had t-values of over 2, signifying their statistical significance as predictors of the dependent variable. The importance of these predictors suggests a strong association between the independent variables (Working conditions, work-life balance, and leadership influence) and the dependent variable (employee job satisfaction), which is not likely due to random chance. All three independent variables in the analysis had p-values below 0.05, indicating statistically significant associations at a 95% confidence level. The regression analysis emphasizes the impact of the working environment, work-life balance, and leadership on employee job satisfaction.

4.3 Correlation Analysis

The correlation analysis in Table 7 presents the Pearson correlation coefficients between different variables. The variables being analysed are labelled as Working Condition (WC), Work-Life Balance (WL), Leadership Influence (LF), and Employee Satisfaction (ES).

Table 7: Pearson Correlation

	WC	WL	LF	ES
WC	1	0.04	.26*	.41**
WL		1	0.17	.42**
LF			1	.50**
ES				1

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient measures the strength and direction of the relationship between two variables. A value of 1 indicates a perfect positive correlation, 0 indicates no correlation, and -1 indicates a perfect negative correlation. Based on Table 4.7, the following are observed:

1. Working Condition (WC) and Work-Life Balance (WL) have a correlation coefficient 0.04, indicating a fragile positive relationship. The correlation is not statistically significant, suggesting no solid linear association between these two variables.
2. Working Condition (WC) and Leadership Influence (LF) have a correlation coefficient of 0.26, which indicates a weak positive relationship. It suggests some association between favourable working conditions and positive leadership influence in the workplace.
3. Working Condition (WC) and Employee Job Satisfaction (ES) have a correlation coefficient of 0.41, indicating a moderate positive relationship. It suggests that employees who perceive better working conditions report higher levels of job satisfaction.
4. Work-Life Balance (WL) and Leadership Influence (LF) have a correlation coefficient of 0.17, indicating a weak positive relationship. While the correlation is not statistically significant, it still suggests some level of association between these two variables.
5. Work-life balance (WL) and Employee Job Satisfaction (ES) have a correlation coefficient of 0.42, indicating a moderate positive relationship. This implies that employees who experience a favourable work-life balance tend to have higher levels of job satisfaction.
6. Leadership Influence (LF) and Employee Job Satisfaction (ES) have a correlation coefficient of 0.50, indicating a strong positive relationship. It suggests that employees who perceive positive leadership influence in their workplace tend to have higher levels of job satisfaction.

Overall, the correlation matrix shows that all three independent variables, Working Conditions, Work-Life Balance, and Leadership Influence, are positively and significantly correlated with Employee Satisfaction. These findings imply that better working conditions, a favourable work-life balance, and positive leadership influence are associated with higher levels of employee job satisfaction. Additionally, Leadership Influence correlates strongly with Employee Satisfaction among the three independent variables.

5.0 DISCUSSION

The study reveals essential insights about working conditions, work-life balance, and leadership influence. The confirmatory factor analysis (CFA) results show strong connections between the variables related to work-life balance and leadership individuals and their aspects. This result suggests that the chosen assessment tools successfully measured the intended constructs. Reliability tests show internal consistency in the assessment tools for evaluating work-life balance and leadership impact, indicating that these scales consistently measure the desired constructs. The employee job satisfaction and working conditions scores showed moderate internal consistency, suggesting some variation in responses to the items. Descriptive analysis reveals the opinions of respondents on their working conditions, work-life balance preferences, and perceptions of their leaders. Respondents expressed high satisfaction levels with information access and communication, which aligns with the findings by Deschênes (2024). However, there is moderate satisfaction with office layout, privacy, and workspace, indicating a need to improve physical work environments to boost employee satisfaction. The study by Xioa et al. (2021) highlighted the need to focus on employee well-being by providing positive work experience.

Respondents expressed a strong preference for remote work. They reported high satisfaction levels in resourcefulness, productivity, concentration, and flexible working hours, highlighting the significance of providing flexible work options to meet employees' work-life balance requirements. Respondents viewed their leaders favourably in terms of strategic vision, desirable behaviour, role modelling, guidance, employee development, and fostering working relationships, highlighting the crucial role of effective leadership in influencing employees' job satisfaction and overall work experience. Morikawa (2022) also confirms this finding by demonstrating comparable impacts of distant work on employee development and contentment.

The research findings have confirmed all three assumptions in this study. Hypothesis H1 on the impact of office arrangement and layout on employee job satisfaction in the hybrid working model has been validated. The regression study showed a substantial correlation between working conditions and job satisfaction, emphasizing the necessity of offering appropriate working conditions and equipment to meet employees' physical, functional, and psychological comfort requirements. The positive significant relationship is aligned with Beno's (2021) finding that offering freedom and options to employees would increase their satisfaction.

The second hypothesis (H2) on the influence of work-life balance on employee job satisfaction in a hybrid working setup has been confirmed. The regression analysis showed a notable connection between work-life balance, specifically the equilibrium between time spent at work and workload, and job satisfaction. The result is consistent with the findings by Oopong Peprah (2024), where employees stated that they can spend more time with their families. The information highlights the significance of effectively managing workload and setting precise working hours to enhance employees' job satisfaction in a hybrid work environment (Matli, 2020). The improved work-life balance also indirectly improved employee well-being (Aidla et al., 2022; Hassim et al., 2022; Voordt & Jensen, 2023).

The research results also confirmed the third hypothesis (H3), which examines how positive leadership management affects employee job satisfaction in a hybrid work setting. The significant relationship confirmed Kiarie's (2017) and Em's (2023) findings. The regression study showed a strong connection between positive leadership management practices and work satisfaction, highlighting the importance of a supportive management culture and successful leadership behaviours in influencing employee happiness. Bartsch et al. (2021) highlighted the importance of leadership in managing change, specifically in crisis-induced digital transformation. His concern is also highlighted by Liao (2017), who states that the leadership role in a virtual environment is critical to assisting employees in completing their tasks in a highly dispersed environment. In addition, Stoker et al. (2022) leaders a positive transition in terms of delegation of tasks is critical in managing remote workers.

The findings highlight the importance of providing appropriate working conditions, balancing work-life, and promoting positive leadership to improve employee satisfaction in this new work environment, which is consistent with the suggestion by various researchers in these areas (Bula, 2024; Beno, 2021 & Budie et al. 2019). The study's results can provide helpful guidance for organizations aiming to establish a good work environment that enhances employee job satisfaction within a hybrid working model. Employee job satisfaction analysis reveals differing degrees of satisfaction among respondents. Although some elements of workplace support were moderately satisfactory, there is potential for improvement in this area to boost overall job satisfaction.

Overall, the results highlight the importance of work-life balance, leadership impact, and working conditions on job satisfaction in a hybrid oil and gas industry work setup. The findings underscore the significance of offering appropriate working conditions, balancing work-life responsibilities, and promoting effective leadership strategies to improve employee satisfaction in this novel work environment. The study's results can provide significant information for organizations aiming to establish a positive work environment that enhances employee job satisfaction in a hybrid work model.

6.0 CONCLUSION

This study highlights the significant role of work-life balance, leadership impact, and working environment in influencing employees' job satisfaction in oil and gas companies. The results highlight strong connections between work-life balance and leadership influence variables, supported by the excellent internal consistency of the measuring tools used to assess these constructs. However, there is a significant opportunity for further research and improvement of specific measurements to enhance our comprehension. The investigation highlights the need to improve physical work settings to increase employee satisfaction, especially regarding office layout, privacy, and workspace availability. Respondents preferred remote work, expressing high satisfaction levels in essential areas such as resourcefulness, productivity, attention, and flexibility in working hours. This preference highlights the importance of providing flexible work options.

The results on leadership influence emphasize respondents' positive views towards their supervisors, emphasizing the crucial role of good leadership in moulding job satisfaction and the entire work experience. Employee job happiness varied across several aspects, highlighting the importance of enhancing workplace support to improve overall satisfaction. This study emphasizes the need for organizations to focus on work-life balance, leadership impact, and working environment to promote increased employee happiness. Further inquiry, improvement of measurement methods, and innovations in working conditions are necessary. The demographic analysis provides vital insights into the characteristics of the study participants, enhancing our understanding of sample composition and its implications for generalizing the findings. These findings significantly contribute to the overall discussion on factors that affect job satisfaction and provide practical advice for organizations aiming to create a favourable work environment for their employees.

7.0 RECOMMENDATION AND LIMITATION FOR FUTURE STUDIES CONSIDERATION

The research in this area would benefit from exploring more variables associated with job satisfaction, such as motivational factors within a hybrid working setting. Motivation factors, such as intrinsic and extrinsic factors, are workplace elements that directly enhance employee job satisfaction. When these characteristics are met, they lead to positive emotions and a sense of fulfilment. Motivation variables include achievement possibilities, recognition for accomplishments, career growth chances, meaningful duties, and exciting work that matches employees' abilities and interests. Addressing these motivational variables can increase job satisfaction, heightened employee engagement, and more motivated and efficient employees in a hybrid work environment.

Additionally, the research can be expanded to investigate work satisfaction among other departments within the oil and gas corporation. Comparative analysis across different departments in the organization will enable assessing satisfaction levels and discovering best practices in specific areas. The study will use data from surveys and interviews to create an action plan that targets areas needing improvement to boost job satisfaction in the organization's hybrid work setting.

Finally, this study's methodological limitation can be addressed by expanding the inclusion criteria to encompass employees aged 20-29. This expansion will allow the study to collect data on job satisfaction, career expectations, and work-related preferences unique to this younger age range. Studying younger employees can provide valuable information for tailoring programmes and efforts to meet their needs and preferences, ultimately enhancing job happiness and engagement in the hybrid work setting.

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