

## Hybrid Working and Employee Job Performance in Felcra Berhad: An Examination of The Moderating Role of Job Satisfaction

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**Abstract:** In today's dynamic work environment, understanding the impact of hybrid working on job performance is crucial. Many organizations, including FELCRA Berhad, adopted hybrid working during the COVID-19 pandemic to enhance employee efficiency and flexibility. This study explores FELCRA Berhad's job performance and satisfaction during the pandemic and evaluates the potential success of hybrid working post-pandemic. Using a quantitative research design and purposive sampling, data were collected from FELCRA Berhad employees through online and physical questionnaires. The data were analyzed with IBM SPSS Version 28 to examine the relationship between hybrid working (working conditions, work-life balance, and recognition) and job performance, with job satisfaction as a moderating factor. The results indicated a significant positive relationship between working conditions and job performance. While work-life balance and recognition showed moderate positive relationships with job performance, they were not statistically significant. Job satisfaction did not significantly moderate these relationships. However, the group effect for hybrid working remained significant across all dimensions. In conclusion, the study confirms a significant positive relationship between hybrid work conditions and job performance, providing a foundation for FELCRA Berhad to consider implementing hybrid work practices based on their direct effects on job performance.

**Keywords:** *Hybrid Working, Job Performance, Job Satisfaction, Working Conditions, Work-Life Balance*

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### 1. Introduction and Background

The COVID-19 pandemic in 2020 initiated significant changes in the global work environment as efforts intensified to curb the virus's spread. The World Health Organization (WHO) provided workplace guidelines that necessitated considerable adjustments to traditional work models (Shaw et al., 2020). Governments worldwide mandated remote working policies, accelerating a trend that had been slowly gaining traction. In 2019, only 5.4 percent of workers in European Union (EU) countries regularly worked from home, with 9 percent doing so occasionally (European Union, 2020). The pandemic transformed this gradual shift into an urgent requirement, compelling businesses to swiftly adopt new operational models and invest in necessary technology and infrastructure. This rapid adaptation included widespread adoption of video conferencing by companies, governments, and educational institutions (Teräs et al., 2020).

By mid-2020, 17.4 percent of the global workforce was engaged in remote work, according to the International Labor Organization (ILO, 2021). In Malaysia, during the Movement Control Order, 44 percent of surveyed employees reported working from home (DOS, 2020). However, hybrid working was more prevalent among regular employees in the public or private sectors. Industries such as retail, hospitality, and tourism, however, found it difficult to transition to hybrid working due to the nature of their operations (Soares et al., 2021).

FELCRA Berhad, a Malaysian government-linked corporation focused on rural economic development, experienced significant disruptions due to the pandemic. The company, responsible for managing large agricultural areas and providing support services, had to halt its operations and shift its employees to remote work. The focus of the study is on the employees working at the headquarters of FELCRA Berhad including those who worked hybrid when COVID-19 hit Malaysia, encompassing all departments. After the first Malaysian Movement Control Order (MCO) was lifted in May 2020, FELCRA Berhad reopened its office to employees. To ensure safety and operational continuity, FELCRA Berhad implemented hybrid working by enforcing a rotational work schedule, dividing employees into Group A and Group B, with each group working on alternate days. This transition was challenging due to inadequate technology and infrastructure. Despite these obstacles, the pandemic highlighted the necessity of flexible work models. The shift to remote work improved productivity, control, and impact of work-life balance (WLB) for many employees. Before the pandemic, teleworking was a term primarily used in scientific research to describe both fully remote and

hybrid work models. The pandemic expanded the adoption of teleworking across all levels of society (López-Igual & Rodríguez-Modroño, 2020). Hybrid working, which combines remote and in-person work, has become increasingly important as organizations seek to enhance employee satisfaction, and job performance, and reduce costs while curbing infectious diseases. This model offers employees the flexibility to choose their work location and schedule, potentially increasing job satisfaction and reducing stress (Sokolic, 2022). For employers, hybrid working provides access to a broader talent pool and reduces real estate costs (De Lucas Ancillo et al., 2020). It also boosts productivity by allowing employees to work in environments best suited to their needs. Additionally, hybrid working positively impacts WLB, helping employees manage work and personal responsibilities more effectively, leading to better mental health and job performance (Gayathiri et al., 2013). However, hybrid working also presents challenges. Research indicates that work-life conflicts can negatively affect employee well-being and productivity, particularly for women, due to the lack of inclusive leadership in domestic care (Palumbo, 2020; Bhumika, 2020).

This study adopts Herzberg's Two-Factor Theory (1959), which identifies hygiene factors (e.g., work conditions and WLB) and motivators (e.g., recognition and autonomy) as key to employee motivation. Understanding these factors is crucial for developing effective hybrid work environments. The COVID-19 pandemic has accelerated the adoption of hybrid working, revealing both its benefits and challenges. However, hybrid working can also lead to work-life conflicts and negatively impact employee well-being. The purpose of this study is to analyze the opportunities and challenges of implementing hybrid working in Malaysia and its effects on job satisfaction and performance. The study focuses on FELCRA Berhad during the pandemic and explores the potential for successful hybrid working post-pandemic. Using a quantitative research design, data were collected from employees who experienced hybrid working during COVID-19. The analysis examines the relationship between hybrid work dimensions (working conditions, WLB, and recognition) and job performance, with job satisfaction as a moderating factor. In conclusion, this study aims to provide a comprehensive understanding of hybrid working's impact on employee performance and job satisfaction, offering insights for future policies and practices in Malaysia.

## 2. Literature Review

**Hybrid Working:** The COVID-19 pandemic has significantly transformed traditional work environments, leading to the widespread adoption of hybrid work models that combine remote and in-office work. This literature review summarizes key findings on the impact of hybrid working on job performance and job satisfaction, with a focus on studies conducted during the pandemic. Hybrid working has been shown to positively impact job performance by offering employees the flexibility to choose their work environment, thereby enhancing productivity and engagement. Yang et al. (2021) found that employees in hybrid or work-from-home programs reported higher job satisfaction and perceived performance compared to those solely in-office. Similarly, research in Malaysia by Yee et al. (2023) indicated improved job performance due to reduced commuting time and a comfortable home environment. Hybrid work environments also foster creativity by allowing employees to work in spaces where they feel most productive, thereby stimulating innovative thinking and problem-solving (Choudhury et al., 2020). However, maintaining effective communication and collaboration remains challenging. While hybrid work models provide considerable advantages, organizations must overcome these challenges to maximize their potential. As hybrid working becomes more prevalent, it will play a crucial role in creating more productive, innovative, and engaging work environments. The hybrid working relationship with Job Performance is moderated by job satisfaction.

**Working Condition:** The COVID-19 pandemic has made working from home a primary workplace for many employees, yet the impact of home office environments on job satisfaction and productivity remains underexplored (Xiao et al., 2020). Studies often overlook the detailed conditions of home offices, generalizing remote work experiences without accounting for diverse home environments. Although reduced commute time and fewer office distractions are recognized as factors that enhance productivity, the quality of home office setups is often overlooked. Proper home office conditions, including ergonomic furniture, technology, and a designated workspace, play a crucial role in ensuring job satisfaction and performance (Yang et al., 2021). Research shows varied outcomes regarding productivity in remote work, with some studies highlighting improvements driven by personalized work environments (Choudhury et al., 2020). However, interruptions, inadequate workspace, and lack of office equipment can hinder productivity (Bailey & Kurland, 2002). A well-

designed home office aligns with Herzberg's Two-Factor Theory, emphasizing the importance of hygiene factors in avoiding job dissatisfaction. To develop effective remote work policies, it is essential to understand the specific components of home office environments and their impact on diverse demographic groups (Vyas & Butakhieo, 2021). Future research should focus on these elements to optimize remote work conditions and enhance employee well-being and productivity. Therefore, this leads to the first hypothesis (H1) of this study, which is:

**H1:** There is a significant relationship between Working Conditions and Job Performance.

**Work-Life Balance and Job Performance:** The impact of hybrid working on work-life balance (WLB) has gained significant attention, particularly as the distinctions between work and personal life continue to blur. Bellmann and Hübler (2021) noted that working from home can diminish WLB, leading to burnout and difficulties in disconnecting from work. Singer-Velush et al. (2020) further supported this observation, finding that employees often engage in work during non-traditional hours. However, hybrid working can also enhance WLB by enabling employees to manage responsibilities more effectively, which in turn can improve job performance (Aprilina & Martdianty, 2023). This flexibility is particularly beneficial for those with caregiving duties or long commutes (Kossek et al., 2021). Despite its widespread adoption during the COVID-19 pandemic, the full impact of hybrid working on WLB and employee well-being remains underexplored. Research by Krajčik et al. (2023) suggests that hybrid working offers the best WLB compared to exclusively office-based or remote work. Factors such as organizational culture, managerial support, and job nature significantly influence these outcomes (Vyas, 2022). In Malaysia, Zainal et al. (2022) found that a well-planned WLB strategy positively affects health, motivation, and employee retention. Effective WLB is especially crucial during unprecedented challenges like the pandemic (Kori & Omar, 2022). Comparative studies of different hybrid arrangements could further optimize these models for employee benefits. However, despite the advantages, hybrid working in public agencies often encounters challenges. Research by Colley (2010) found that in traditional cultures, a strong work ethic often emphasizes long hours and physical presence in the workplace as markers of commitment. This cultural perspective can discourage employees from taking advantage of work-life balance (WLB) arrangements, such as flexible hours or remote work, as these options may be viewed as indicative of a lack of dedication. Understanding these dynamics is key to helping organizations enhance job satisfaction and productivity through tailored WLB strategies. This understanding is directly related to the study's second hypothesis (H2) as follows:

**H2:** There is a significant relationship between WLB and Job Performance.

**Recognition:** The shift to hybrid work environments, combining remote and in-office work, has significant implications for rewards and recognition programs in organizations. Traditional recognition methods may be less effective in hybrid settings, potentially leading to feelings of isolation among employees. Therefore, organizations must adapt their recognition strategies to meet the unique challenges and opportunities presented by hybrid working, aiming to enhance employee motivation, satisfaction, and performance (Yang et al., 2021). Research demonstrates a positive correlation between employee recognition and job performance (Vyas, 2022). Effective recognition programs foster high performance by acknowledging and supporting employees (Hussain et al., 2019). However, improper implementation of these programs can lead to resentment and decreased job satisfaction (Stasiła-Sieradzka et al., 2023). It is essential to tailor recognition approaches to individual preferences and leverage digital tools for virtual acknowledgment (Bailey & Kurland, 2002). In government agencies, traditional norms that prioritize seniority over performance can undermine the effectiveness of recognition programs, leading to decreased motivation and job satisfaction (Shrout, 2024). Additionally, occupational stress and perceived unfairness in reward distribution negatively impact job performance (Devi & Lahkar, 2021; Hassan, 2012). In conclusion, adapting recognition programs to hybrid work environments is crucial for boosting employee motivation and performance. Organizations must understand the nuances of hybrid work to create supportive and engaging workplaces. Future studies comparing recognition in hybrid versus fully remote or in-office environments will provide further insights into optimizing these programs. Thus, H3 becomes the third hypothesis of this study:

**H3:** There is a significant relationship between Recognition (in hybrid working) and Job Performance.

**Job Satisfaction as Moderator:** The relationship between job satisfaction and job performance has been extensively studied, consistently revealing a positive correlation. High job satisfaction leads to increased employee engagement, motivation, and commitment, all of which enhance job performance. Satisfied

employees are more committed, proactive, and productive, driven primarily by intrinsic motivation (Cooper, 2020). Job satisfaction also moderates the impact of work-life balance (WLB) on performance by amplifying positive effects and mitigating conflicts (Soomro et al., 2019). In hybrid work environments, job satisfaction boosts performance by fostering a sense of fulfillment and alignment with work conditions (Corral, 2024). The flexibility and autonomy inherent in hybrid models enhance motivation and satisfaction, thereby improving performance (Sampat et al., 2022). In Malaysia, Yunus and Kamal (2017) emphasized Herzberg’s Two-Factor Theory, highlighting the critical role of job satisfaction in enhancing performance. Overall, the literature supports the positive relationship between job satisfaction and job performance. Organizations that prioritize job satisfaction by fostering a supportive environment, providing professional growth opportunities, offering recognition, and involving employees in decision-making processes can create a virtuous cycle of enhanced performance and satisfaction. Understanding and leveraging job satisfaction as a moderating factor is essential for achieving high performance and competitive advantage in a dynamic business environment. Hence, a hypothesis is formed as H4 below:

**H4:** To what extent does job satisfaction mediate the relationship between hybrid working conditions (work-life balance and recognition) and job performance?

### 3. Research Methodology

This research adopts a quantitative approach, focusing on correlational studies to explore the relationship between hybrid working, job performance, and the moderating effect of job satisfaction among employees at FELCRA Berhad. The study encompasses all employees based at the FELCRA Berhad Headquarters in Wangsa Maju, Kuala Lumpur, with a purposive sample of 128 participants selected. The research instrument includes adapted questions sourced from various references, organized into sections covering demographics, hybrid working (working conditions, WLB, and recognition), job satisfaction and job performance. The chapter concludes with a detailed description of the data analysis stages, encompassing reliability and validity testing, frequency analysis, and correlation analysis. The study's findings and conclusions were derived from quantitative statistical analyses performed using Statistical Package for the Social Sciences Version 28 (SPSS 28), known for its robust capabilities in analyzing academic research, particularly in quantitative studies. A summary of the data analysis for each research question is provided in Table 1.

**Table 1: Summary of Data Analysis**

Research Objective	Measurement	Concept/Construct	Scale	Statistic
To identify the relationship between hybrid working and job performance	Is there a significant relationship between Working Conditions (hybrid working) and Job Performance?	What relationship between Working Conditions (hybrid working) and Job Performance?	Interval-Likert scale	Pearson Correlation Multiple Regression
To identify the relationship between hybrid working and job performance	Is there a significant relationship between WLB (hybrid working) and Job Performance?	Relationship between WLB (hybrid working) and Job Performance	Interval-Likert scale	Pearson Correlation Multiple Regression
To identify the relationship between hybrid working and job performance	Is there a significant relationship between recognition (hybrid working) and job performance?	Relationship between recognition (hybrid working) and job performance	Interval-Likert scale	Pearson Correlation Multiple Regression
To determine whether job satisfaction moderates the relationship between hybrid working arrangements and job performance	Does job satisfaction moderate the relationship between hybrid working (working conditions, WLB and recognition) and job performance?	The influence of job satisfaction as a moderator on the relationship between hybrid working and job performance	Interval-Likert scale	Hierarchical Regression Analysis

#### 4. Results

A total of 150 questionnaires were distributed and all were returned, demonstrating a high engagement rate. However, 12 questionnaires were unusable due to incomplete responses, resulting in 128 usable questionnaires. This represents 85.3 percent of the total, indicating strong participant cooperation and effective data collection.

**Profile of Respondents:** The demographic distribution of the respondents shows a balanced representation with 57.8 percent female and 42.2 percent male participants. The age group is predominantly 26–35 years old (50.8 percent), followed by 36–45 years old (28.9 percent), with smaller percentages in other age brackets. Most respondents are married (65.6 percent), while singles and widowed/separated individuals account for 26.6 percent and 7.8 percent, respectively. In terms of education, 43.8 percent hold a Bachelor's degree, 25.8 percent have an STPM/Diploma, 20.3 percent completed SPM, and 10.2 percent possess a Master's or PhD. The job positions vary, with non-executives comprising 36.7 percent, managers 34.4 percent, executives 25.8 percent, and upper management 3.1 percent. Notably, all respondents were employed during the COVID-19 pandemic, indicating a 100 percent employment rate during this period.

**Normality after Factor Analysis:** Table 2 reveals varying degrees of skewness and kurtosis across different dimensions, all showing negative skewness—Work Condition (-0.672), WLB (-0.638), Recognition (-0.862), Job Satisfaction (-0.892), and Job Performance (-1.264)—indicating a general trend towards higher ratings. According to established guidelines by Hair et al. (2010) and Kline (2011), these skewness values fall within acceptable ranges ( $\pm 2$  and  $\pm 3$ , respectively), suggesting no severe deviation from normality. Kurtosis values for Work Condition (-0.084) and WLB (0.346) are near zero, while Recognition (1.449) and Job Satisfaction (0.867) show positive kurtosis. However, Job Performance (3.908) exceeds normal levels, indicating the presence of more outliers. Despite this, all values adhere to acceptable kurtosis ranges ( $\pm 7$  by Hair et al. and Bryne, and  $\pm 10$  by Kline), ensuring the data suitability for further analysis. These findings suggest a generally positive sentiment towards work conditions, with some variability, particularly in Job Performance.

**Table 2: Normality Results: Values for Skewness and Kurtosis (n=128)**

Dimensions	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Work Condition	-.672	.214	-.084	.425
WLB	-.638	.214	.346	.425
Recognition	-.862	.214	1.449	.425
Job Satisfaction	-.892	.214	.867	.425
Job Performance	-1.264	.214	3.908	.425

**Reliability after Factor Analysis:** To assess reliability, Cronbach's alpha was calculated for each measure to evaluate the consistency and stability of the instrument used. According to Hair et al. (2010), a minimum acceptable value for Cronbach's alpha is 0.70, although a value of 0.60 is acceptable for exploratory studies. This analysis ensures the quality and reliability of the measures used in the research (Sekaran & Bougie, 2013).

**Table 4: Summary of Reliability Analysis after Factor Analysis (n=141)**

Dimensions	No. of Items	Cronbach's Alpha	Internal Consistency
Work Condition	6	.756	Good
WLB	5	.885	Excellent
Recognition	5	.787	Good
Job Satisfaction	5	.819	Excellent
Job Performance	5	.900	Excellent

The results in Table 4 show the reliability analysis of the survey revealed strong internal consistency across all dimensions, as measured by Cronbach's alpha. The Work Condition dimension (6 items) had an alpha of 0.756, indicating good reliability. The WLB dimension (5 items) showed excellent consistency with an alpha of 0.885.

The Recognition dimension (5 items) had a good alpha of 0.787, while the Job Satisfaction dimension (5 items) exhibited excellent reliability with an alpha of 0.819. The Job Performance dimension (5 items) achieved the highest alpha of 0.900, demonstrating exceptional reliability. These results confirm that the survey reliably measures work conditions, WLB, recognition, job satisfaction, and job performance, making it a dependable tool for assessing workplace environments.

**Pearson Correlation Analysis:** Table 5 below shows the correlation analysis between the components of the physical workplace environment (lighting, room temperature, and ergonomics) and the components of the behavioral workplace environment (WLB, incentive and recognition plan, training and development, transparent or open communication, and good relations with co-workers) against the dependent variable of the study, which is employee productivity

**Table 5: Pearson Correlation Analysis**

Variable	Working Condition	WLB	Recognition	Job Performance
Working Condition	1			
WLB	.554**	1		
Recognition	.389**	.347**	1	
Job Performance	.377**	.300**	.265**	1

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

The correlation analysis strongly supports the hypothesis that better working conditions, WLB, and recognition are significantly associated with improved job performance in hybrid work environments.

**Multiple Regression Analysis:** Table 6 below shows the multiple regression analysis between working conditions, WLB, recognition, and job performance

**Table 6: Multiple Regression Analysis**

Independent Variable	Standard Coefficients Beta	t	Sig.
Working Condition	.269	2.649	.009
WLB	.109	1.087	.279
Recognition	.123	1.36	.176
<b>R Square</b>		.167	
<b>F</b>		8.279	
<b>Sig. of F value</b>		<.001	
<b>Durbin Watson</b>		1.938	

Table 6 illustrates the analysis of the relationship between working conditions, WLB, recognition, and job performance in hybrid work environments, revealing nuanced findings.

**Hierarchical Regression Analysis:** Table 7 below shows the hierarchical regression analysis between working conditions, WLB, recognition, job satisfaction, and job performance

**Table 7: Hierarchical Regression Analysis**

Model	R	Change Statistics							
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.409a	.167	.147	.60667	.167	8.279	3	124	<.001
2	.506b	.256	.232	.57558	.089	14.761	1	123	<.001
3	.527c	.278	.236	.57417	.022	1.201	3	120	.312

The analysis of the three models reveals varying explanatory power regarding job performance, highlighting the importance of specific workplace variables. Model 1, which includes working conditions, WLB, and recognition as predictors, accounts for 16.7 percent of the variance in job performance and is statistically significant ( $R^2 = 0.167$ , Sig. F Change  $<.001$ ). This indicates that these factors are meaningful contributors to job performance. In Model 2, the inclusion of job satisfaction enhances the explained variance to 25.6 percent ( $R^2 = 0.256$ ), highlighting job satisfaction as a crucial predictor. The significant R Square Change of 0.089 (Sig. F Change  $<.001$ ) underscores its substantial impact on job performance. However, Model 3, which incorporates interaction terms between job satisfaction and the three initial predictors, shows only a slight increase in explained variance to 27.8 percent ( $R^2 = 0.278$ ). The additional variance explained by the interaction terms is minimal (R Square Change = 0.022) and not statistically significant (Sig. F Change = 0.312). This suggests that while job satisfaction directly influences job performance, it does not significantly moderate the effects of working conditions, WLB, and recognition on job performance, leading to the rejection of Hypothesis H4.

**Summary of Hypotheses:** Table 8 shows the result of the summarized hypotheses for the study on the moderating effect of job satisfaction towards the relationship between hybrid working and job performance among employees at FELCRA Berhad.

**Table 8: Summary of Hypotheses**

H	Hypotheses	Analysis	Data	Results
H1	There is a significant relationship between Working Conditions (hybrid working) and Job Performance.	Pearson Correlation	(0.377)	Moderate Positive Relationship
		Multiple Regression	( $r=0.009$ , $p>0.05$ ) $r^2=0.167$ , F value = 8.279 F $<0.001$	Accepted Significant positive relationship Accepted as a Group (Hybrid Working)
H2	There is a significant relationship between WLB (hybrid working) and Job Performance.	Pearson Correlation	(0.300)	Moderate Positive Relationship
		Multiple Regression	(Sig.=.279, $p>0.05$ ) $r^2=0.167$ , F value = 8.279 F $<0.001$ )	Rejected No significant relationship Accepted as a Group (Hybrid Working)
H3	There is a significant relationship between Recognition (hybrid working) and Job Performance.	Pearson Correlation	(0.265)	Positive Relationship
		Multiple Regression	( $r=0.176$ , $p>0.01$ ) $r^2=0.167$ , F value = 8.279 F $<0.001$ )	Rejected No significant relationship Accepted as a Group (Hybrid Working)
H4	Job satisfaction moderates the relationship between hybrid working (working conditions, WLB and recognition) and job performance.	Hierarchical Regression Analysis	<b>Model 1</b> ( $R^2 = 0.167$ , Sig. F Change $<.001$ ) <b>Model 2</b> ( $R^2 = 0.256$ , Sig. F Change $<.001$ ) <b>Model 3</b> ( $r^2=0.278$ , Sig. F Change = 0.312)	<b>Model 1</b> Accepted statistically significant <b>Model 2</b> Accepted <b>Model 3</b> Rejected

## Discussion

The findings reveal statistically significant positive correlations between these factors and job performance, suggesting that enhancing these aspects can lead to higher employee productivity, improved work quality, and overall efficiency. The Pearson correlation coefficient between working conditions and job performance is 0.377, indicating a moderate positive relationship. This suggests that as the quality of working conditions improves, employees tend to perform their tasks more effectively. The significance level for this correlation is less than 0.001, indicating that the observed relationship is highly unlikely to have occurred by chance. Practical improvements in working conditions, such as better resource availability, effective communication, and flexible scheduling, can significantly enhance job performance. Organizations should focus on providing adequate technological support, clear communication channels, flexible work schedules, and a supportive organizational culture to boost employee engagement and productivity (Sokolic, 2022). The correlation analysis also reveals a significant relationship between WLB and job performance, with a Pearson correlation coefficient of 0.300. This positive correlation suggests that better WLB is associated with improved job performance. The significance level is less than 0.001, indicating a low probability that this relationship is due to chance. Improving WLB involves implementing flexible working hours, providing resources for stress management, fostering a culture that respects personal time, and ensuring manageable workloads. Employees who experience a better balance between their professional and personal lives are likely to be more satisfied, less stressed, and more motivated, leading to better job performance. Studies by Sharma and Yadav (2023) and Budhkar and Salve (2023) support these findings, emphasizing the importance of flexibility, supportive leadership, and effective management in hybrid work settings. Additionally, the analysis reveals a positive relationship between recognition and job performance, with a Pearson correlation coefficient of 0.265.

Although this correlation is modest, it is statistically significant with a p-value of 0.002, indicating a strong likelihood that the observed relationship is genuine. Recognition serves as a motivational factor, enhancing employees' sense of accomplishment and morale, which can lead to increased productivity and performance. The study's sample size of 128 participants further enhances the reliability and generalizability of these findings. Consistent with previous research by Lartey (2021), recognition is identified as a critical component of employee motivation and performance.

These findings underscore the importance of improving working conditions, WLB, and recognition to enhance job performance in hybrid work environments. Organizations can achieve this by providing technological support, fostering clear communication, offering flexible scheduling, promoting WLB policies, and implementing effective recognition strategies. By leveraging these insights, employers can better motivate and support their employees, leading to higher engagement, job satisfaction, and performance outcomes. In conclusion, the correlation analysis provides robust evidence supporting the hypothesis that there is a significant relationship between working conditions, WLB, recognition, and job performance in hybrid work models. The statistically significant positive correlations emphasize the importance of these factors in fostering a productive and high-performing workforce. Organizations should design and implement policies and practices that enhance these aspects to maximize employee well-being and performance, ultimately leading to a more successful and sustainable business.

The study also indicates that improved working conditions significantly enhance job performance, as evidenced in multiple regression analysis by a Beta coefficient of .269 and a significant t-value of 2.649 ( $p = .009$ ). This aligns with Hypothesis 1 (H1) and corroborates previous research, such as Naz et al. (2020), which highlights the critical role of a supportive work environment in boosting employee productivity. In hybrid work settings, factors like flexible scheduling, effective communication, and ergonomic furniture are pivotal in creating a productive atmosphere. These elements collectively improve employee well-being and engagement, leading to higher levels of job performance and satisfaction (Yang et al., 2021). Contrary to expectations, the analysis revealed no significant relationship between WLB and job performance (Beta = .109,  $t = 1.087$ ,  $p = .279$ ), thus not supporting Hypothesis 2 (H2). This finding contrasts with earlier studies, such as those by Kossek and Lautsch (2018), which emphasized the importance of WLB in influencing job performance. The discrepancy may be due to unique characteristics of the study's sample or specific context, which could mitigate the impact of WLB on performance. Similarly, the study found no significant effect of recognition on job performance (Beta = .123,  $t = 1.36$ ,  $p = .176$ ), not supporting Hypothesis 3 (H3). This result is unexpected given the extensive literature on the motivational benefits of recognition, such as the study by Manzoor et al. (2021).



In a hybrid work environment, factors like intrinsic motivation and virtual communication may have a more substantial impact than traditional recognition programs.

Overall, the regression model was statistically significant ( $F = 8.279$ ,  $p < .001$ ) with an R Square of .167, indicating that 16.7 percent of the variance in job performance can be explained by working conditions, WLB, and recognition. The Durbin-Watson statistic of 1.938 suggests no significant autocorrelation, indicating that the model's assumptions are met. These findings suggest that organizations should prioritize improving working conditions to enhance job performance in hybrid environments. However, the non-significant effects of WLB and recognition indicate that additional or alternative factors may need to be considered to improve job performance. Future research should explore other potential determinants, such as employee autonomy, technological support, and virtual team dynamics, and include longitudinal studies to understand how these relationships evolve as hybrid work models become more established.

The study's hierarchical regression analysis results highlight the critical impact of specific workplace variables on job performance. Model 1 demonstrates that working conditions, WLB, and recognition collectively account for a substantial portion of the variance in job performance ( $R^2 = 0.167$ , Sig. F Change  $< .001$ ). This finding aligns with existing literature that posits optimal working conditions and appropriate recognition are crucial for enhancing employee productivity and satisfaction (Ntimba et al., 2021). The significant enhancement in explanatory power observed in Model 2 with the inclusion of job satisfaction ( $R^2 = 0.256$ , Sig. F Change  $< .001$ ) underscores its importance as a determinant of job performance. Recent studies, including those by Wang et al. (2020) and Fisher et al. (2019), emphasize the critical role of job satisfaction in improving employee performance, motivation, and overall productivity. Specifically, Wang et al. (2020) note that job satisfaction and work motivation are reciprocally related, with satisfied employees being more motivated and engaged, leading to higher performance levels.

The addition of interaction terms between job satisfaction and the initial predictors in Model 3 does not lead to a statistically significant improvement ( $R^2 = 0.278$ , R Square Change = 0.022, Sig. F Change = 0.312). This indicates that while job satisfaction is a crucial direct predictor of job performance, it does not significantly moderate the relationships between working conditions, WLB, recognition, and job performance. This finding aligns with the study's broader conclusions regarding the complex dynamics between job satisfaction and job performance. Despite being a direct predictor, job satisfaction does not significantly alter the impact of other factors on performance. Research by Katebi et al. (2021) supports this nuanced view, indicating that job satisfaction and performance are reciprocally influential but do not moderate the effects of other factors. This study underscores the importance of focusing on improving working conditions and recognizing employees to enhance job performance directly, while also acknowledging the pivotal role of job satisfaction as an independent predictor.

## 5. Managerial Implications and Recommendations

If in the future employers at FELCRA Berhad decide to implement a hybrid working model, they must prioritize the improvement of home working conditions. Ensuring that employees have a conducive and productive home environment is crucial for the success of such a model. This includes providing necessary equipment, ergonomic furniture, reliable internet access, and any other resources that support efficient remote work. Specifically, FELCRA Berhad could offer allowances for Unifi fiber internet to ensure stable and high-speed connectivity and replace all desktop computers with laptops to facilitate flexibility and mobility. By addressing these aspects, FELCRA Berhad can enhance employee well-being, maintain productivity, and ensure a seamless transition between home and office work environments.

Additionally, it is recommended that FELCRA Berhad place more emphasis on physical recognition rather than online recognition. The findings indicate that virtual acknowledgments have not shown a significant impact on employee morale and engagement. While online recognition can be convenient, it often lacks the personal touch and immediacy that in-person recognition provides. By organizing events, award ceremonies, and face-to-face appreciation moments, FELCRA Berhad can foster a stronger sense of community and appreciation among employees. Managers should also make a conscious effort to compliment and acknowledge staff achievements in person when they are at the office, rather than relying solely on virtual praise. This approach helps build a

more cohesive and motivated workforce, reinforcing the value of each employee's contributions in a tangible and impactful way. By adopting these recommendations, FELCRA Berhad can create a more supportive and effective hybrid working environment, ultimately contributing to the organization's overall success and employee satisfaction.

This study can be further extended by exploring additional factors that influence job performance in hybrid settings. This includes examining the role of organizational culture alongside WLB and recognition. Understanding how various aspects of the work environment contribute to employee satisfaction and productivity is crucial. Future studies should also include diverse participants from different government agencies to enhance the generalizability of the findings. Employing qualitative methods, such as interviews or focus groups, can provide deeper insights into employees' experiences with hybrid working. These methods can uncover the nuanced interplay between job satisfaction and job performance, revealing personal perspectives and contextual factors that quantitative methods may overlook. Additionally, considering job satisfaction as a mediating variable in the relationship between hybrid work conditions and job performance could offer further insights. Moreover, including independent variables related to hybrid work conditions, such as technological support, communication quality, and organizational support, can provide a more comprehensive understanding of the factors influencing job performance. These elements are essential for maintaining employee engagement and productivity in a hybrid work environment. By addressing these areas, future research can offer more detailed guidance on optimizing hybrid work models to enhance employee performance and satisfaction.

### Conclusion

The study explores the relationships between working conditions, WLB, recognition, and job performance in hybrid work environments, revealing valuable insights. A moderate positive relationship was found between working conditions and job performance, as confirmed by both Pearson correlation and regression analysis. This highlights the importance of ergonomic setups, digital tools, and flexible office spaces (Grzegorzczuk et al., 2021; Kossek et al., 2021). While WLB showed a moderate positive correlation with job performance, regression analysis did not find it statistically significant, suggesting that other factors may play a more dominant role (Talukder, 2021). Recognition also did not show a significant impact on job performance, potentially due to the complexities of hybrid work environments, where intrinsic motivation and the quality of virtual communication are more influential (Pandya, 2024; Hopkins & Figaro, 2021).

Furthermore, job satisfaction was identified as a crucial direct predictor of job performance, significantly enhancing the explanatory power of the models. However, it did not significantly moderate the relationship between hybrid work conditions and job performance (Davidescu et al., 2020; Judge et al., 2001). These findings suggest that organizations should focus on improving both working conditions and job satisfaction independently to enhance job performance.

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