

Factors that Impact Employee Productivity in Hybrid Work Environment in Financial Institution in Klang Valley

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Abstract

The COVID-19 pandemic changed how we work, leading many companies to use hybrid work setups for the long term. As we move past the pandemic, it's important to understand what affects how productive employees are in this new way of working. This study looks at what factors influence productivity when employees work remotely. The study is focusing on work life balance, work stress and job satisfaction. While hybrid work gives flexibility, it also brings new challenges that need careful handling. This study, done in a financial institution in Klang Valley, aims to explore these issues, filling in gaps in what we know and resolving any conflicting findings from past research. By figuring out these factors, we can offer useful advice to help improve productivity and keep organizations strong in this changing work environment.

Keywords: Employee Productivity, Work life Balance, Work Stress, Job Satisfaction.

Introduction

The COVID-19 pandemic has dramatically changed work practices, with many organizations adopting hybrid working models that blend remote and in-office work (Sivaprakash, 2023). This shift offers employees greater flexibility and autonomy but also introduces unique challenges. Maintaining productivity in this hybrid setup requires addressing factors that can either enhance or hinder performance, such as work-life balance, job satisfaction, and work stress (Saritha et al., 2023).

The study focuses on financial institution in Klang Valley and aims to identify key factors influencing employee productivity in a hybrid work environment post-pandemic. When the pandemic began in March 2020, many organizations quickly transitioned to virtual work to mitigate health risks (Endresen, 2021). Surveys and studies have shown a preference for hybrid models among employees, highlighting benefits such as improved flexibility, reduced

carbon footprints, and enhanced recruitment (Pringle, 2020). Research indicates that employees working from home can be more productive than those in traditional office settings, emphasizing the importance of balancing work and personal life (Gaba, 2023).

Factors such as work-life balance, job satisfaction, and work stress significantly impact productivity. A supportive work environment and flexible working conditions can increase job satisfaction and productivity (Jessica et al., 2021). Conversely, excessive work hours and stress can lead to decreased productivity and health issues (Nurhani et al., 2020). The study aims to provide insights and recommendations for financial institution in Klang Valley to optimize employee productivity and adapt to the evolving work landscape.

Problem Statement

This study addresses the issue of commuting stress within the framework of today's competitive working environment. Extensive commuting has been linked to reduced productivity, as evidenced by a UK study indicating that individuals with longer commute times are 33% more likely to experience depression and 12% more likely to suffer from work-related stress (AIA Malaysia, 2023). In Malaysia, traffic congestion is a major source of frustration, with 41% of Malaysians identifying traffic jams as their primary source of annoyance (AIA Malaysia, 2023). Further research conducted by the Faculty of Applied Sciences at UiTM Shah Alam reveals that employees in the Klang Valley spend approximately 44 hours per month stuck in traffic jams, resulting in an estimated monthly productivity loss of RM 308 per employee (Business Today, 2023). Additionally, traffic congestion during peak hours alone contributes 180 kg of carbon dioxide emissions, which poses health risks to employees, increasing their exposure to pollutants and the associated risks of heart-related issues and carcinogenesis (Lim, 2023). In light of these challenges, offering flexible working hours or a hybrid work model emerges as a potential solution to alleviate road congestion, positively impacting the health and productivity of employees.

Moreover, in today's job market, attracting and retaining younger workers has become increasingly difficult. Surveys show that one in two working Malaysians is willing to quit for better work-life balance due to bosses pushing for fully in-office work (Chan, 2023). Therefore, flexible working options are highly valued by employees, making it essential for organizations to consider the importance of work-life balance. This not only benefits the health of employees but also enhances their productivity and overall performance. For organizations, prioritizing work-life balance leads to cost and time savings, as it enables the attraction of top talent among new recruits and boosts retention rates (Wedgwood, 2022). However, there is a lack of comprehensive research on the impact of hybrid work on employee productivity specifically within the Malaysian context. Existing studies tend to be more internationally oriented or provide general insights, making it essential to fill this knowledge gap with research tailored to the Malaysian workforce (Lee, 2022). Specifically, no study has been conducted on financial institution in Klang Valley regarding the hybrid work arrangement. The question of whether it is beneficial or otherwise for both employees and the organization is yet to be explored. Moreover, there are research gaps that necessitate exploration due to inconsistent findings on productivity during hybrid work. Some studies indicate an increase in productivity, talents' mobility, and job satisfaction (Tleuken et al., 2022, as cited in Martins, 2022; Kantor et al., 2021, as cited in Martins, 2022). On the other hand, certain employees accustomed to in-person and interpersonal interactions struggle to

adapt to a hybrid work system, resulting in diminished motivation for work (Wijngaarden et al., 2020; as cited in Martins, 2022). Additionally, a study noted workplace disconnectedness and work cynicism, with cynicism having stronger negative effects on mental health, cognitive failures, and family-to-work conflict, while disconnectedness has stronger negative effects on performance and work-to-family conflict. These factors affect employee performance, well-being, and work-life balance

Empirical evidence indicates a significant impact of work-life balance on employee engagement within a hybrid work environment (Meena & Sharma, 2023). Nevertheless, contradicting findings reveal that work-life balance does not necessarily lower levels of employees' work-life conflict. There is a possibility that an employee might perceive utilizing the organization's work-life balance programs as detrimental to their career advancement. Additionally, concerns about management interpreting such utilization as a lack of commitment to the overall development of the business may arise (Abioro et al., 2018). According to the findings of Pandey (2020), there is a negative relationship between the level of stress and employee performance, implying that heightened stress levels lead to decreased output. However, research on the impact of work stress on employee performance remains fragmented and constrained (Chen et al., 2022). While some researchers have examined the effects of work stress on employee performance during COVID-19, they have not explained the intermediate pathways, thereby restricting the comprehension of these effects (Saleem et al., 2021; Tu et al., 2021; as cited in Chen et al., 2022).

Studies show a significant positive correlation between job satisfaction and employee productivity (Tentama et al., 2019). Some research suggests a linear relationship, while others indicate that employees working remotely may become less satisfied with their jobs. Employees with high levels of perceived autonomy tend to have greater job satisfaction when working remotely, with work-family conflict acting as a mediator. Conversely, Ezeamama (2019), found a very weak positive but insignificant relationship between job satisfaction and employee productivity, concluding that job satisfaction does not significantly contribute to employee productivity. These contradictions in findings from various studies warrant further exploration.

Research Question

Promoting work life balance is regarded as one of the factors that contribute to workplace flexibility (Tunk & Kumar, 2022). However, we are unsure about the relationship between hybrid work and other factors impacting employee productivity. The following are some research questions that can be found about this research:

RQ1: What is the relationship between Work Life Balance and Employee Productivity?

RQ2: What is the relationship between Work Stress and Employee Productivity?

RQ3: What is the relationship between Job Satisfaction and Employee Productivity?

Research Objective

The main objective of the research is to determine the cause-effect relationship between Hybrid work and Work Life Balance, Work Stress and Job Satisfaction of the employees of financial institution in Klang Valley. Below are the detailed objectives in our research:

RO1: To examine the significant relationship between Work Life Balance and Employee Productivity in a hybrid work environment in a financial institution in Klang Valley.

RO2: To examine the significant relationship between Work Stress and Employee Productivity in a hybrid work environment in a financial Institution in Klang Valley.

RO3: To examine the significant relationship between Job Satisfaction and Employee Productivity in a hybrid work environment in a financial institution in Klang Valley.

Literature Review

The Underpinning Theory: Human Relation Theory

The human relations theory advocates for a humanistic approach to managing individuals within an organisation by motivating employees and enhancing productivity throughout the entire organisation (Mahesh, 2023). Human relations depend on how employees anticipate, prevent, or resolve conflicts in social groups or their interactions with others at work or in their employment (Tentama et al., 2019). The theory applied in this study to examine the relationship between job satisfaction and employee productivity. The human relations theory was developed by Mayo (1880-1949), an Australian psychologist. He emphasised that motivation depends on multiple factors, and creating a healthy work environment is crucial for fostering employee satisfaction (Ward, 2023).

A recent study shows the theory has made significant contributions to effective human resource management by highlighting the importance of the human factor in organisational success. It emphasises the need for a comprehensive understanding of employees in the workplace and the organisational factors that motivate employees to achieve higher productivity. Another study explains this theory cultivates transcendental values and is crucial for enhancing human productivity and fostering innovation. Conversely, if a system is built on the creation a spiritual community that promotes theologicalsynergism, it can unleash and sustain the untapped potential of individuals, leading to remarkable productive accomplishments (Flotman, 2021). Companies that adopt the human relations theory experience increased levels of employee engagement. This,turn, leads to enhanced productivity within the organisation, ultimately resulting in positive bottom-line outcomes and improved profitability (John-eke et al., 2021).

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The Dependent Variable

Employee Productivity

Employee productivity serves as an assessment of employees' task performance, indicating how effectively they carry out their assigned duties and responsibilities (Shields, 2016 as cited in Igomu et al., 2023). The productivity of employees is determined by evaluating the value created by an individual employee within a designated time frame. It is critical to the success of an organisation because of its linkage to business results, encompassing both short-term and long-term outcomes as well as return on investment (BasuMallick, 2020). Many employers have been urging remote employees to return to the physical office, with varying degrees of success. Some remote employees found that their productivity increased, attributing it to the avoidance of traditional workplace activities. Particularly, hybrid work arrangements have shown promise (Kirvan, 2023). According to Prodoscore's report, studies have consistently indicated that remote work yields higher productivity compared to traditional office settings. For example, on average, employees working from home exhibit a ten-minute reduction in daily unproductive time, work an additional day per week, and demonstrate a remarkable 47% increase in overall productivity (Bradshaw, 2023). On the other hand, managers found that it is traditionally easier for them to monitor and address productivity issues with the physical presence of employees at corporate facilities (Kirvan, 2023).

Notably, employee productivity is commonly evaluated based on the quality of outcomes resulting from the concerted goal-oriented efforts and behaviours employees (Lepak et al., 2007, as cited in Igomu et al., 2023). Besides that, Kumari and Yelka (2022), conducted a study on the factors influencing engagement with the employee engagement model. Nevertheless, the specific relationship between the independent (engagement factors) and dependent variables (engagement outcome) is not defined within the model. In addition, according to Almaamari and Alaswad (2021), the factors of the working environment have an impact on employee productivity. However, the study only discusses physical factors. Hence, examining other aspects of the work environment such a hybrid work environment in this study will enhance the depth of the research. Besides that, studies examining unskilled jobs suggest that remote work might enhance productivity (Bloom et al., 2014; Emanuel & Harrington, 2021 as cited in Gibbs et al., 2021). Nonetheless, it remains uncertain whether similar positive effects can be observed in more intricate or skilled job roles. Therefore, this study will be conducted for highly skilled employees such as bankers to enhance the comprehensiveness of research outcomes.

Relationship between Work Life Balance and Employee Productivity

Work-life balance, which refers to how employees allocate their time between personal and work activities, significantly impacts productivity. Employees with a healthy work-life balance tend to be more productive, as they can effectively manage their work and personal responsibilities (Rahajeng & Handayani, 2022; Ghareeb, 2019). Achieving this balance helps minimize stress and burnout, leading to better performance and creativity (Haider et al., 2018; Tzenios, 2019). Establishing clear boundaries between work and personal life allows employees to focus on each activity, thereby reducing stress and increasing productivity (Mazerolle & Barrett, 2018). Studies show a direct link between work-life balance, motivation, and productivity, with 89% of participants in a South African study reporting that poor work-life balance negatively impacts productivity (Mzwakhe, 2022). Organizations that implement policies enhancing employee well-being can boost productivity and performance (Dousin et al., 2019).

For millennial employees, separating work and personal life is crucial for achieving work-life balance, reducing absenteeism and turnover, and boosting productivity (Hidayat & Aulia, 2023; Jackson & Fransman, 2018). Flexible work arrangements, such as working from home, allow employees to spend more time with their families, reducing work-family conflicts and improving productivity (Tejero & Seva, 2020). However, some employees struggle to balance work and family needs, which can negatively impact job performance and health (Shah et al., 2023; Alonge & Osagiobare, 2020; Widyastuti & Pogo, 2022; Nwangwa, 2021). Interestingly, non-work-related activities do not significantly impact employee productivity (Chu et al., 2021; Paje et al., 2020).

Relationship between Work Stress and Employee Productivity

Stress is an adaptive response to situations perceived as challenging or threatening to well-being (McGrath, 1976 as cited in Pandey, 2020). Defined as a condition where employees must meet demands exceeding their abilities and resources, stress can significantly reduce organizational productivity, increase staff turnover, and cause health-related absenteeism (Ehsan & Ali, 2019). The relationship between work-related stress and employee productivity often results in decreased organizational performance and overall productivity, as well as lower labor quality, high turnover, and absenteeism (Pandey, 2020). With 83% of Americans experiencing work-related stress, it is crucial for organizations to recognize stress symptoms and implement strategies to alleviate workplace pressures (Mazur, 2023). Over 50% of employees report disengagement at work due to stress (Peak, 2023).

While stress is generally seen as detrimental to productivity, some research suggests that certain levels of work-related stress, known as eustress, can positively influence employees by stimulating innovation and problem-solving (Hargrove et al., 2015 as cited in Morant et al., 2020). Nonetheless, unmanaged job-related stress typically leads to negative outcomes such as increased turnover, decreased engagement, higher absenteeism, and errors (Patti, 2021; Ajayi, 2018). Studies indicate that work-related stress can significantly impact mental health, cause burnout, and create interpersonal conflicts within the workplace, ultimately hindering productivity (Daniel, 2019; Song et al., 2020; Yu et al., 2022). However, the scope of research on the intermediate mechanisms of how stress affects productivity remains limited, necessitating further exploration (Chen et al., 2022; Saleem et al., 2021; Tu et al., 2021 as cited in Chen et al., 2022).

Relationship between Job Satisfaction and Employee Productivity

In recent years, organizations have recognized the significance of a contented workforce in driving success and enhancing performance (Inayat & Khan, 2021). Employee satisfaction has become central for businesses aiming to stay competitive, satisfy customers, maximize profits, and gain a competitive edge (Jibril & Yeşiltaş, 2022). Studies have shown a positive correlation between job satisfaction and productivity, indicating that organizations seeking to boost productivity must prioritize employee satisfaction (Tentama et al., 2019). Satisfied employees are more motivated and engaged, leading to improved job performance, lower absenteeism, reduced turnover, and higher customer satisfaction (Negara et al., 2020; Sitorus & Hidayat, 2023). Job satisfaction also impacts employee commitment and minimizes workplace misconduct (Memon et al., 2023). However, low employee satisfaction can result in reduced productivity, negative attitudes, demotivated staff, and poor performance (Bonifacio, 2023).

While job satisfaction is crucial, it is not the sole factor influencing productivity. Other elements, such as fair treatment, work-life balance, involvement in organizational goals, transparency, open communication, and growth opportunities, also play vital roles (Kochi, 2021). Traditional strategies like total reward systems and compensation may not be as effective for Generation Z, whose job satisfaction factors differ (Nabahani & Riyanto, 2020). Additionally, job satisfaction alone does not directly impact job performance; job motivation is essential for long-term task engagement (Eliyana et al., 2018). This study aims to address the research gap concerning job satisfaction and employee productivity within the hybrid work environment in the banking industry.

Proposed Conceptual Framework

The proposed conceptual framework in Figure 2 depicts the relationship between the independent variables (Work life Balance, Work Stress and Job Satisfaction) and the dependent variable (Employee Productivity). This conceptual framework was formulated based on the organisational adaptation theory as business must change to adapt with the changing environment to remain successful.

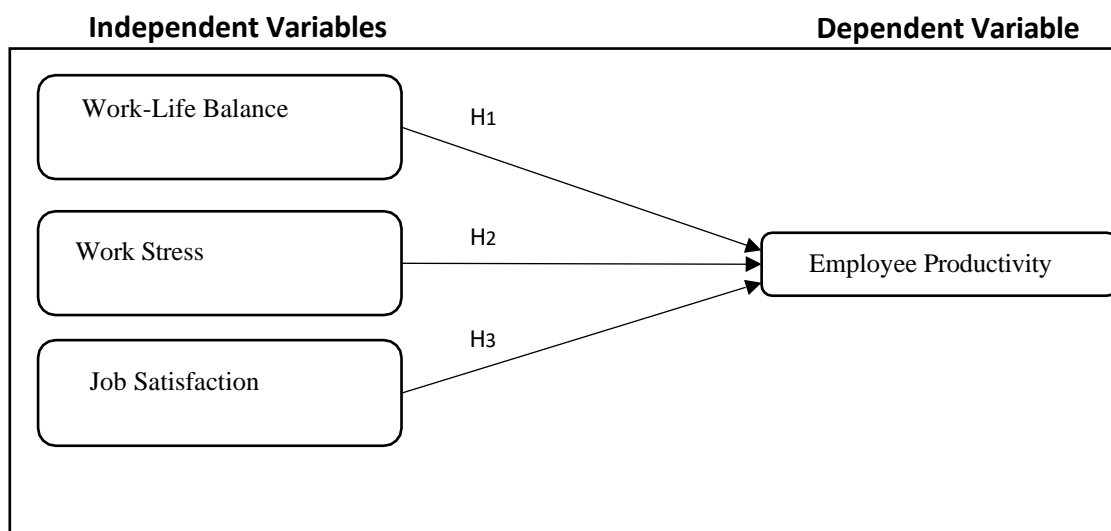


Figure 2: Proposed Conceptual Framework

The organisation adaptation theory is linked to employee productivity as organisation valued employees who can successfully manage change in the workplace. The theory also highlighted that when there is resistance to organisational change it will result in negative results in organisations such as decreased employee satisfaction, productivity, and welfare. As per the findings by Wolor et. al (2020), the performance of employees is influenced by work life balance. It is recommended that companies establish a work-life balance policy to enhance motivation and commitment, thereby optimising employee performance within the organisation. According to Ajayi (2018), stress is a significant factor in the decline of organisational performance, reduced overall employee effectiveness, increased error rates, diminished work quality, elevated staff turnover, and higher absenteeism resulting from health issues. In terms of job satisfaction, it is being highlighted that the attainment of job satisfaction contributes to heightened employee productivity, thereby positively influencing the realisation of company objectives (Said et al., 2017 as cited in Utari et al., 2021).

Hypotheses Development

This research has crafted targeted research hypotheses designed to substantiate the previously discussed literature review. These specific hypotheses encompass:

H1: There is a significant positive relationship between Work-Life Balance and Employee Productivity. Studies indicate that work-life balance significantly impacts employee productivity, with a healthy balance leading to higher productivity (Rahajeng & Handayani, 2022; Ghareeb, 2019). Conversely, conflicts in work-life balance negatively affect job output (Alonge & Osagiobare, 2020).

H2: There is a significant negative relationship between Work Stress and Employee Productivity. Research shows that work stress reduces productivity, increases staff turnover, and leads to absenteeism due to health issues (Ehsan & Ali, 2019). While work-related stress generally has negative effects, certain levels of stress can sometimes enhance performance and innovation (Hargrove et al., 2015 as cited in Morant et al., 2020).

H3: There is a significant positive relationship between Job Satisfaction and Employee Productivity. Employee satisfaction is crucial for businesses to stay competitive, satisfy customers, and maximize profits (Jibril & Yeşiltaş, 2022). Higher job satisfaction leads to increased productivity and helps achieve company objectives (Said et al., 2017 as cited in Utari et al., 2021). For Generation Z, traditional job satisfaction factors like rewards and compensation are less effective (Nabahani & Riyanto, 2020).

Methodology

Research methodology encompasses the processes used to discover, choose, handle, and scrutinize data related to a subject, providing readers with the means to assess a study's credibility (Sreekumar, 2023). This chapter covers the research design, data collection methods, sampling strategy, research instrument, and data analysis techniques. The study uses a quantitative approach to objectively assess relationships between variables through statistical analysis, valuing numerical precision and replicability (Taherdoost, 2022; Grand Canyon University, 2021). The research population includes all employees of financial institution in Klang Valley with over 44,000 employees globally (Forbes, 2023). Convenience sampling, chosen for its ease and efficiency, was used to gather data quickly from accessible employees, despite not representing the entire population (McLeod, 2023; Simkus, 2023). This approach is particularly useful for large-scale studies where time and resources are limited, ensuring a substantial and manageable dataset for analysis.

Research Instrument

Questionnaires are extensively used in this survey to provide a quantitative measure of attitudes, opinions, and perceptions, allowing for easy analysis and comparison of responses to identify trends and relationships (Qualtrics, 2023). The survey employs a five-level Likert Scale (1 - strongly disagree to 5 - strongly agree) for all variable-based questions to enhance data precision (Fleetwood, 2023). Clarity in questions and inclusion of measured variables are crucial for accurate data analysis, ensuring questions are universally understandable and reasonable. The study will use an online survey platform to collect data from 380 participants, utilizing Likert scales and a demographic questionnaire designed to connect with established

theories and avoid excessive restriction or broad generalization (Pew Research Center, 2021). An adapted instrument will be used to align the survey with the specific research context (Gupta, 2023).

Measurement of Variables

questionnaire serves as a systematic approach to gather information by providing predefined questions to targeted participants. In this study, the researcher opted for close-ended questions rather than open-ended questions. This is due to close-ended questions requiring respondents to choose from a set list of options, facilitating quicker analysis and quantification compared to open-ended questions, which elicit detailed and time-consuming responses (Scribbr, 2021). To tailor the questionnaire to the context of employee productivity, the researcher modified items from previous studies. The initial section of the questionnaire focuses on respondent demographics, covering aspects such as gender, age, marital status, education level and tenure. The second section, detailed in Table 1, incorporates adapted items from earlier research. The structure and creation of the survey questionnaire are outlined for clarity and reference.

No.	Variables	Items Measurement	Adopted Sources	Adapted Sources
1.	Dependant Variable: Employee Productivity	My performance is a lot better in a hybrid working environment.		Farooq & Sultana (2021)
2		I accomplish all tasks assigned to me more quickly and efficiently in a hybrid working environment.		
3		All tasks assigned to me I accomplished with greater due diligence in a hybrid working environment.		
4		I am more productive and less distracted by my co- workers in a hybrid working environment.		
5		I feel hybrid work yields higher productivity compared to traditional office settings.		
6	Independent Variable: Work Life Balance	The hybrid working arrangement positively impacts my personal life.		Irawanto et al (2021)
7		I effectively manage both work and personal life activities in a hybrid work arrangement.		

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8	Vol. 14, No. 7, 2024, E-ISSN: 2222-6990	I believe leisure activities do not influence my job productivity.	Irawanto et al (2021)
9		I feel non-work-related activities do not impact employee productivity.	Chu et al (2021)
10		I feel work life balance will not impact my job performance.	Alonge & Osagiobare (2020)
11	Independent Variable: Work Stress	I feel that many things are beyond my control and ability, while working in hybrid arrangement.	Irawanto et al (2021)
12		I feel overwhelmed by completing work with hybrid work arrangement.	
13		I experience longer working hours (daily) with hybrid work arrangement.	
14		I feel work-related stress do not affect my productivity.	Pandey (2020)
15		I feel work-related stress has positively influenced my performance, encouraged me to take initiatives or stimulates my problem- solving skills.	Hargrove et al (2015) as cited in Morant et al (2020)
16	Independent Variable: Job Satisfaction	I am happy with my current job.	Irawanto et al (2021)
17		I am satisfied wit my current co-workers.	
18		I am satisfied and feel happy with my current boss.	
19		I feel job satisfaction is a key factor in enhancing my productivity while working in a hybrid environment.	Tentama
20		I believe a satisfied workforce is likely to enhance the overall quality of work produced.	Memon et al (2023)

Sample Size

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size
Source: Krejcie & Morgan, 1970

Figure 3: Sample Size Determination using Krejcie and Morgan Table

The sample size, denoted as "n," represents the number of observations and participants involved in a study. It is crucial as it affects the ability to draw valid conclusions and the accuracy of overall estimations. Research indicates that determining the sample size depends on various factors, including community diversity and study scale (Exposito-Alonso et al.,

2022). In this study, the sample size was determined using the method provided by Krejcie and Morgan. According to Kharuddin et al (2020), when the population size is known, Krejcie and Morgan's tables can be employed to determine the appropriate sample size. These tables are widely used in survey research with predetermined populations (Chaokromthong & Sintao, 2021). For this research, given a population of 44,000 employees, the Krejcie and Morgan table indicates that the appropriate sample size is 380 participants, as shown in Figure 3.

Pilot Study

A pilot study was conducted to gather data and examine the factors influencing employee productivity in a hybrid work environment. This study aims to provide insights into how work-life balance, work stress, and job satisfaction affect employee productivity. The variables for this research were developed based on original articles available at the time. In this study, employee productivity is the dependent variable, while work-life balance, work stress, and job satisfaction are the independent variables.

The pilot study involved 33 respondents who completed survey questionnaires to ensure that the dependent and independent variables aligned with the research objectives and problem statement. Reliability analysis was performed using Cronbach's alpha to assess the internal consistency of the questionnaire items, ensuring they reliably measure the intended constructs (Bujang et al., 2018). The results are summarized in Table 2:

Table 2
Cronbach's Alpha in Reliability Analysis

Variables	Cronbach's Alpha	No. of Items
Employee Productivity	0.829	5
Work life Balance	0.701	5
Work Stress	0.783	5
Job Satisfaction	0.924	5

The Cronbach's alpha scores for each variable indicate varying levels of internal consistency. Employee Productivity has a score of 0.829, indicating a good level of internal consistency. Work-Life Balance has a score of 0.701, suggesting a moderate level of internal consistency. Work Stress, with a score of 0.783, falls within the acceptable range for reliability, while Job Satisfaction has a score of 0.924, indicating very strong internal consistency. Scores above 0.70 are considered acceptable for reliable measurement, with scores above 0.90 being excellent. Overall reliability statistics for all items in the questionnaire are shown in Table 3:

Table 3

Reliability Statistics for all Items

All Variables	Cronbach's Alpha Based on Standardised Items	No. of Items
	0.713	20

The Cronbach's alpha score of 0.713 for all 20 items indicates satisfactory to excellent internal consistency for measuring the variables of interest in this study. In summary, the variables Employee Productivity, Work Stress, and Job Satisfaction demonstrate good to excellent internal consistency, while Work-Life Balance, although acceptable, shows moderate internal consistency.

Finding Analysis*Demographic Analysis*

Table 4

Demographic Profile of the Respondents: n=358

	6 to 10	106	29.6
	11 to 15	74	20.7
	16 to 20	33	9.2
	More than 20	71	19.8
Work Hour	0 to 10	307	85.8
	10.01 – 12	45	12.6
	More than 12	6	1.7
Work Arrangements	Hybrid/mobile work arrangement	358	100
	Full time work from home	0	0
Frequency of WFH in a week	5 – 6	6	1.7
	3 – 4	53	14.8
	2	215	60.1
	Once	46	12.8
	Less than often or never	38	10.6
Variables		n=358	Percentage (%)
Gender	Male	61	17
	Female	297	83
Age Group	18 – 27	6	1.7
	28 – 37	160	44.7
	38 - 48	140	39.1
	More than 48	52	14.5
Marital Status	Single	114	31.8
	Married	230	64.2
	Others	14	3.9
Education	High School	26	7.3
	Diploma/Degree	253	70.7
	Master's/Doctoral	79	22.1
Tenure	1 – 5	74	20.7

The demographic profile of the study sample, comprising 358 respondents, reveals a predominantly female workforce, with 83% female and 17% male participants. The age distribution shows in Table 4 that the majority fall within the 28–37 (44.7%) and 38–48 (39.1%) age groups, while smaller percentages are aged 18–27 (1.7%) and over 48 (14.5%). In terms of marital status, 64.2% are married, 31.8% are single, and 3.9% fall into other categories. Educationally, the sample is well-qualified, with 70.7% holding a Diploma or Degree, 22.1% possessing a Master's or Doctoral degree, and 7.3% having completed only high school. The tenure data indicates a diverse range of experience, with 29.6% having 6–10 years of service, 20.7% each in the 1–5 years and 11–15 years brackets, 9.2% having 16–20 years, and 19.8% with over 20 years of tenure. Work hours are predominantly standard, with 85.8% working 0–10 hours per day, 12.6% working 10.01–12 hours, and 1.7% exceeding 12 hours. All respondents are engaged in hybrid/mobile work arrangements, with none working full-time from home. The frequency of working from home varies, with the majority (60.1%) working from home two days a week, 14.8% working 3–4 days, 12.8% once a week, 10.6% less often or never, and only 1.7% working 5–6 days. This diverse demographic profile

provides a comprehensive foundation for examining factors influencing employee productivity in a hybrid work environment.

Descriptive Analysis

Descriptive and Central Tendency Analysis

The measures of central tendency were done for Employee Productivity, Work Life Balance, Work Stress and Job Satisfaction. Table 5 shows mean and standard deviation of the variables in the study. The mean provides a central value or average around which data points cluster, it shows the central tendency measure of dataset. In this study, the mean responses for employee productivity and job satisfaction statements predominantly fall within the range of "Agree" while responses for work life balance statements lies within the "Neutral" range and work stress falls within the "Disagree" on the Likert Scale. The standard deviation indicates how much individual data points deviate from the central value. A lower value of standard deviation in this study suggests that data points are closer to the mean which shows more consistency. The standard error of the mean shows the precision of the sample mean estimate, lower standard error of the mean suggests that the sample mean is closer to the population mean while larger standard error of the mean shows higher variability in the sample mean.

Table 5

Descriptive Statistics on Employee Productivity, Work Life Balance, Work Stress and Job Satisfaction

	n	Mean	Std. Deviation	Std. Error Mean
Employee Productivity	358	4.4056	0.03135	0.59312
Work Life Balance	358	3.1615	0.06046	1.14386
Work Stress	358	2.6536	0.04866	0.92062
Job Satisfaction	358	4.1307	0.04479	0.84754

Analysis on Employee Productivity (Dependent variable)

The study identified three statements, (1) My performance is a lot better in a hybrid working environment; (2) All tasks assigned to me I accomplished with greater due diligence in a hybrid working environment; (3) I am more productive and less distracted by my co-workers in a hybrid working environment. From the findings illustrated in Table 6 below, a total of 229 respondents strongly agrees their performance is better in hybrid environment, 206 respondents strongly agree all assigned tasks with greater speed and efficiency when working in a hybrid environment and lastly 195 respondents strongly agree in a hybrid work setting, they find themselves are more productive with less distractions from colleagues.

Table 6

Statements on Employee Productivity

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My performance is a lot better in a hybrid working environment	0	0	27	102	229
I accomplish all tasks assigned to me more quickly and efficiently in a hybrid working environment	0	7	27	153	171
All tasks assigned to me I accomplished with greater due diligence in a hybrid working environment	0	7	34	108	209
I am more productive and less distracted by my co-workers in a hybrid working environment	0	13	55	95	195
I feel hybrid work yields higher productivity compared to traditional office settings	0	7	55	108	188

Analysis on Work Life Balance

The study identified three statements, (1) I effectively manage both work and personal life activities in a hybrid work arrangement; (2) The hybrid working arrangement positively impacts my personal life; (3) I feel non-work-related activities do not impact employee productivity. From the findings illustrated in Table 7 below, a total of 118 employees strongly agree with the statement " I effectively manage both work and personal life activities in a hybrid work arrangement," it suggests that employees strongly agreeing with the statement reflects positively on both the hybrid work arrangement itself and the individuals' ability to navigate and thrive in such a setup. 107 employees strongly agree with the statement "The hybrid working arrangement positively impacts my personal life," it suggests that the hybrid working arrangement is viewed favourably in terms of its impact on personal life. 101 employees agrees that "I feel non-work-related activities do not impact employee productivity which suggests that The study identified three statements, (1) I feel work-related stress has positively influenced my performance, encouraged me to take initiatives or stimulates my problem-solving skills; (2) I experience longer working hours (daily) with hybrid

work arrangement; (3) I feel work-related stress do not affect my productivity. From the findings illustrated in Table 8 below, a total of 142 respondents disagree that work-related stress has had a positive influence on my performance, motivating me to take initiative and stimulating my problem-solving skills. 132 respondents disagree with the hybrid work arrangement, their working hours have increased, and 123 respondents disagree that work-related stress does not impact their productivity.

Table 7
Statements on Work Life Balance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hybrid working arrangement positively impacts my personal life	34	48	70	99	107
I effectively manage both work and personal life activities in a hybrid work arrangement.	69	35	76	60	118
I believe leisure activities do not influence my job productivity	69	106	56	52	75
I feel non-work-related activities do not impact employee productivity	42	134	69	12	101
I feel work life balance will not impact my job performance	28	156	35	51	88

Table 8
Statements on Work Stress

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I feel that many things are beyond my control and ability, while working in hybrid arrangement	83	110	94	51	20
I feel overwhelmed by completing work with hybrid work arrangement	78	75	83	81	41
I experience longer working hours (daily) with hybrid work arrangement.	78	132	61	74	13
I feel work-related stress do not affect my productivity	78	123	26	38	93
I feel work-related stress has positively influenced my performance, encouraged me to take initiatives or stimulates my problem-solving skills	87	142	13	40	76

Analysis on Job Satisfaction

The study identified three statements, (1) I am happy with my current job; (2) I feel job satisfaction is a key factor in enhancing my productivity while working in hybrid environment; (3) I believe a satisfied workforce is likely to enhance the overall quality of work produced. From the findings illustrated in Table 9 below, a total of 165 respondents strongly agree that they are content with their current job. 161 respondents strongly agree that job satisfaction plays a crucial role in boosting their productivity in a hybrid work environment. 147 respondents strongly agree that a contented workforce is likely to improve the overall quality of work.

Table 9
Statements on Work Stress

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
I am happy with my current job	0	14	70	109	165		
I am satisfied with my current co-workers	7	35	14	162	140		
I am satisfied and feel happy with my current boss			6	35	28	142	147
I feel job satisfaction is a key factor in enhancing my productivity while working in hybrid environment			0	14	63	120	161
I believe a satisfied workforce is likely to enhance the overall quality of work produced			6	14	70	121	147

Reliability and Validity Analysis

The Cronbach Alpha’s scores for each variable are shown as Table 10 below. Employee Productivity has a value of 0.845, this Cronbach's Alpha score indicates a good level of internal consistency. A Cronbach's Alpha above 0.70 is considered acceptable for reliable measurement. In this case, Work life Balance has a value of 0.873 and Work Stress has a value of 0.85, which suggests an acceptable level of internal consistency. Lastly, Job Satisfaction recorded a high value of Cronbach's Alpha at 0.94, indicating a strong internal consistency. In summary, Job Satisfaction shows excellent internal consistency while Employee Productivity, Work Life Balance and Work Stress show a good level of internal consistency.

Table 10

Reliability Analysis on the Actual Data Collection for Each Variable

Variables	Case Summary	Processing n	%	Cronbach's Alpha No.	of statements
Dependent Variable					
Employee Productivity	Valid	358	100.0		
	Excluded	0	.0	0.845	5
	Total	358	100.0		
Independent Variables					
Work life Balance	Valid	358	100.0		
	Excluded	0	.0	0.873	5
	Total	358	100.0		
Work Stress	Valid	358	100.0		
	Excluded	0	.0	0.850	5
	Total	358	100.0		
Job Satisfaction	Valid	358	100.0		
	Excluded	0	.0	0.940	5
	Total	358	100.0		

Correlation Coefficient Analysis

Table 11 presents the Pearson correlation coefficients between Employee Productivity (EP) and three independent variables: Work-Life Balance (WLB), Work Stress (WS), and Job Satisfaction (JS). The analysis shows a moderate positive correlation between EP and WLB ($r = 0.365$, $p < 0.001$), indicating that better work-life balance is associated with higher employee productivity. There is also a moderate positive correlation between EP and JS ($r = 0.391$, $p < 0.001$), suggesting that higher job satisfaction leads to increased productivity. Conversely, EP and WS have a weak negative correlation ($r = -0.195$, $p < 0.001$), implying that higher work stress is associated with lower productivity. Additionally, WLB and JS show a moderate positive correlation ($r = 0.415$, $p < 0.001$), indicating that better work-life balance is linked to higher job satisfaction. However, WLB and WS ($r = -0.077$, $p = 0.147$) and WS and JS ($r = 0.034$, $p = 0.515$) have very weak and statistically insignificant correlations, suggesting that work-life balance and work stress, as well as work stress and job satisfaction, are largely independent of each other in this sample. These findings underscore the importance of fostering a supportive work environment that enhances work-life balance and job satisfaction to improve employee productivity, while effectively managing work stress.

Regression Analysis

As shown in Table 12 below, the independent variables such as Work Life Balance, Work Stress and Job Satisfaction explain 23.8% ($R^2 = 0.238$) of the dependent variable (Employee

Productivity). This suggests that 23.8% of employee productivity depends on the 3 independent variables while the remaining 76.2% is determined by other unaccounted factors not explored in this study.

Table 11

Correlation Analysis between Employee Productivity, Work LifeBalance, Work Stress and Job Satisfaction

		EP	WLB	WS	JS
Employee Productivity	Pearson Correlation	1	.365**	-.195**	.391**
	Sig. (2-tailed)		<.001	<.001	<.001
	n	358	358	358	358
Work life Balance	Pearson Correlation	.365**	1	-.077	.415
	Sig. (2-tailed)	<.001		.147	<0.001
	N	358	358	358	358
Work Stress	Pearson Correlation	-.195**	-.077	1	.034**
	Sig. (2-tailed)	<.001	.147		.515
	N	358	358	358	358
Job Satisfaction	Pearson Correlation	.391**	.415**	.034	1
	Sig. (2-tailed)	<.001	<.001	.515	
	N	358	358	358	358

Table 12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488 ^a	0.238	0.231	0.52001

a. Predictors: (Constant), Work life Balance, Work Stress, Job Satisfaction

b. Dependent Variable: Employee Productivity

As show in Anova Table 13 below, F = 36.815 which is greater than 1 and P< 0.01, it can be concluded that the regression model fits the data better than the model with no independent variables, which is statistically significant

Table 13

Analysis of Variance (ANOVA)

Model 1	Sum of Square	df	Mean Square	F	Sig.
Regression	1749.055	3	583.018	138.505	< 0.001 ^b
Residual	1595.352	379	4.209		
Total	3344.407	382			

The ANOVA table 13 provides a statistical analysis of the variance in employee productivity explained by the independent variables (work-life balance, work stress, and job satisfaction) in the regression model. The regression sum of squares (29.865) represents the variability in employee productivity explained by these variables, while the residual sum of squares (95.724) represents the unexplained variability. The total sum of squares (125.589) combines these to reflect the overall variability in productivity. With 3 degrees of freedom for the regression and 354 for the residuals, the mean squares are calculated as 9.955 for the regression and 0.270 for the residuals. The F-statistic of 36.815, which is the ratio of these mean squares, indicates a highly significant model, with a p-value of less than 0.001. This low p-value confirms that the regression model significantly explains the variability in employee productivity, demonstrating that the independent variables have a meaningful impact on productivity.

Table 13

Coefficients

Model 1	Unstandardized B	Coefficient s Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	7.987	0.664		12.030	< 0.001
Transactional Leadership	0.068	0.057	0.086	1.188	0.235
Transformational Leadership	0.359	0.058	0.473	6.223	< 0.001
Laissez-Faire Leadership	0.207	0.029	0.281	7.014	< 0.001

- Predictors: (Constant), Transactional Leadership, Transformational Leadership and Laissez-Faire Leadership
- Dependent Variable: Employee Performance

Table 13 analyzes the individual contributions of transactional, transformational, and laissez-faire leadership styles on employee performance at financial institution in Klang Valley. The constant term of 7.987 indicates the baseline value of employee performance without any leadership influence. Transactional leadership has an unstandardized coefficient of 0.068 and a t-value of 1.188, with a significance level of 0.235, suggesting it is not statistically significant. Transformational leadership shows a strong, significant positive effect, with an unstandardized coefficient of 0.359, a high t-value of 6.223, and a significance level below

0.001. Laissez-faire leadership also demonstrates a significant positive influence, with an unstandardized coefficient of 0.207, a t-value of 7.014, and a significance level below 0.001. These findings highlight the significant roles of transformational and laissez-faire leadership in enhancing employee performance, while transactional leadership appears less impactful in this context.

Summary of Hypotheses Test

Table 14

Summary of Findings

Number	Research Questions	Findings
RQ1	What is the relationship between Work Life Balance and Employee Productivity?	There is a significant moderate positive relationship between Work Life Balance and Employee Productivity where $r = 0.365$, $p < 0.01$.
RQ2	What is the relationship between Work Stress and Employee Productivity?	There is a significant weak negative relationship between Work Stress and Employee Productivity where $r = -0.195$. $p < 0.01$.
RQ3	What is the relationship between Job Satisfaction and Employee Productivity?	There is a significant moderate positive relationship between Job Satisfaction and Employee Productivity where $r = 0.391$. $p < 0.01$.

H1: There is a significant positive relationship between Work Life Balance and Employee Productivity.

The Pearson correlation between the Work Life Balance and Employee

Productivity where $r=0.365$ at a significant level (0.01) as illustrated in Table 14 above. Since the significant level is less than 0.001, there is a significant positive relationship between Work Life Balance and Employee Productivity. Thus, the first alternate hypothesis is accepted.

H2: There is a significant negative relationship between Work Stress and Employee Productivity.

The Pearson correlation between the Work Life Balance and Employee Productivity where $r = -0.195$ at significant level (0.01) as illustrated in Table 4.11 above. Since the significant level is less than 0.001, there is a significant negative relationship between Work Stress and Employee Productivity. Thus, the second alternate hypothesis is accepted.

H3: There is a significant positive relationship between Job Satisfaction and Employee Productivity.

The Pearson correlation between the Work Life Balance and Employee Productivity where $r = 0.391$ at significant level (0.01) as illustrated in Table 4.11 above. Since the significant level is less than 0.001, there is a significant positive relationship between Job Satisfaction and Employee Productivity. Thus, the third alternate hypothesis is accepted.

Discussion & Recommendations

This study comprehensively examined the relationships between work-life balance, work stress, job satisfaction, and employee productivity in a hybrid work environment in financial institution in Klang Valley using an online survey. The analysis revealed significant correlations: higher work-life balance and job satisfaction are positively associated with increased productivity, while higher work stress is negatively associated with productivity. These findings provide valuable insights for both academic research and organizational management, highlighting factors that influence employee productivity in a hybrid work setting.

Contributions to the Organization

The study recommends financial institution in Klang Valley adopt a hybrid work model emphasizing flexibility, agility, and technology. This includes redefining project management processes, communication protocols, and performance evaluation methods to support seamless remote and in-office work. Agile principles and digital tools should be prioritized for effective communication and task management. Managers should adapt their roles to effectively lead both remote and in-office teams, focusing on clear communication, goal setting, and outcome-based evaluations. Emphasizing collaboration and leveraging digital tools can help managers maintain productivity and support employee well-being.

A hybrid work model promotes autonomy, collaboration, and adaptability among employees. Increased flexibility allows employees to manage their time and tasks independently, fostering a sense of ownership and accountability. This model encourages communication and teamwork across distributed teams, enhancing job satisfaction and performance. Implementing a hybrid work model can help attract and retain top talent, optimize office space and resources, and enhance teamwork and innovation. This model supports a positive work culture, driving employee engagement and organizational success. The hybrid work model aligns with human relation theory by emphasizing positive relationships and communication between employees and management. It fosters a sense of autonomy and empowerment, promoting inclusivity and teamwork, which can enhance employee engagement and satisfaction.

Limitations of the Study

Restricted access to existing data poses a significant challenge in this survey, as it is limited to authorized personnel. Consequently, the survey cannot exclusively target employees in the hybrid work model, leading to difficulties in effectively filtering and reaching the intended respondents. Consequently, some data had to be voided due to respondents not from the hybrid work model, impacting the overall completeness of the study. A limitation of the study is the lack of consideration for functional or role-specific perspectives in the survey design. By not capturing data on employees' specific roles or functions within financial institution in Klang Valley, the study fails to account for potential variations in work life balance, stress levels, job satisfaction, and productivity across different job roles. This omission restricts the depth analysis and may limit the generalizability of the findings.

Recommendations for Future Research

To enhance the study's robustness and gather more diverse experiences, future research should consider expanding the sample to include participants from within the region, cross-border areas, different interdepartmental functions and job roles. This broader sampling approach would contribute to a more comprehensive understanding of the subject under investigation. Furthermore, advocate for longitudinal studies to meticulously track changes over time, offering deeper insights into the investigated phenomena. This approach enhances understanding by revealing temporal patterns, allowing for a nuanced analysis of evolving dynamics and contributing to more comprehensive research findings. Then, exploring uncharted variables like flexibility policies, communication effectiveness, workload distribution, leadership styles, and technology integration in the hybrid setting can unveil intricate aspects of the research area. This in-depth investigation will contribute to a more thorough comprehension, offering valuable insights into the complexities surrounding employee productivity in hybrid work models.

Certainly, future research narrows its focus to a specific demographic group, such as Generation Z, examining their unique experiences, preferences, and challenges within hybrid work environments. This targeted approach allows for a deeper understanding of productivity dynamics tailored to the needs of a particular generation.

Conclusions

The study comprehensively addressed its objectives by examining the significant relationships between work life balance, work stress, job satisfaction, and employee productivity in a hybrid work environment within financial institution in Klang Valley, employing an online survey methodology. Through meticulously designed questionnaires distributed via an online platform, the research effectively captured data from employees across diverse departments and hierarchical levels. Statistical analyses revealed significant negative correlations between work stress and employee productivity, indicating that higher levels of work stress were associated with decreased productivity. Conversely, positive correlations were found between job satisfaction and employee productivity, highlighting that increased job satisfaction tended to coincide with higher levels of productivity. Furthermore, the study identified a positive relationship between work life balance and employee productivity, indicating that employees with better work life balance tended to exhibit higher levels of productivity. By elucidating these nuanced relationships, the research provides valuable insights for both academic research and organizational management, shedding light on factors influencing employee productivity within the unique context of financial institution in Klang Valley hybrid work environment.

A comprehensive examination of financial institution in Klang Valley hybrid work environment has yielded critical insights essential for organizational improvement. Utilizing a meticulous online survey methodology, the study identified significant correlations between key variables. These findings offer valuable contributions to both academic research and organizational management, serving as a roadmap for optimizing performance within the hybrid work setting. The study's actionable recommendations emphasize adopting a hybrid work model that integrates flexibility, agility, and technology. It advocates for redefining project management processes, communication protocols, and performance evaluation methods to support seamless remote and in-office work. Embracing agile principles and outcome-based performance indicators is essential. Managers are advised to adapt their leadership roles to effectively support both remote and in-office teams, focusing on clear

communication and goal alignment to optimize resource allocation and maintain productivity. Furthermore, implementing a hybrid work model is expected to positively influence employee behavior by fostering autonomy, collaboration, and adaptability. This shift can enhance relationships, knowledge sharing, and problem-solving skills among employees, ultimately boosting job satisfaction, engagement, and performance. Additionally, the hybrid work model offers benefits such as attracting top talent, optimizing resources, and fostering a positive work culture.

However, the study acknowledges several limitations, including time constraints, self-report bias, small sample size, restricted data access, and lack of consideration for specific employee roles. Addressing these limitations is crucial for ensuring the validity and applicability of the study's findings. Continuous monitoring and adaptation are recommended to refine organizational strategies and ensure ongoing success in navigating the dynamic business landscape.

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