

When Flexibility Meets Visibility Bias: Hybrid Work Flexibility and Career Satisfaction among Government Institution Staff

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ABSTRACT

This study examines the influence of Hybrid Work Flexibility on Work-Life Balance, Employee Engagement, and Career Satisfaction among ASN staff working in government institutions in Kalimantan. It also investigates the moderating role of Proximity Bias in the relationship between Hybrid Work Flexibility and Career Satisfaction. A quantitative approach was used, with data collected from 155 ASN staff through structured questionnaires. The data were analyzed using SPSS through validity, reliability, multicollinearity, normality, multiple regression, t-test, F-test, and Moderated Regression Analysis.

The results show that Hybrid Work Flexibility has a positive and significant effect on Work-Life Balance and Career Satisfaction. Work-Life Balance also has a positive and significant effect on Career Satisfaction. However, Hybrid Work Flexibility does not significantly affect Employee Engagement, and Employee Engagement does not significantly affect Career Satisfaction. Furthermore, Proximity Bias significantly weakens the positive relationship between Hybrid Work Flexibility and Career Satisfaction. These findings indicate that hybrid work flexibility improves work-life balance and career satisfaction, but its career-related benefits may decline when physical office presence still influences recognition and career opportunities. Practically, government institutions should implement hybrid work policies with fair performance evaluation, transparent career criteria, and equal recognition for both office-based and hybrid-working ASN staff.

Keywords: *Hybrid Work Flexibility, Work-Life Balance, Employee Engagement, Career Satisfaction, Proximity Bias, ASN*

1. INTRODUCTION

Hybrid work flexibility has become one of the most important issues in contemporary human resource management because organizations are increasingly required to balance flexibility, productivity, employee well-being, engagement, and career development in digitally mediated work environments. In the public-sector context, this issue is particularly relevant because government institutions are not only expected to maintain administrative control and service accountability, but also to adapt to changing employee expectations regarding where, when, and how work is performed. For the Indonesian State Civil Apparatus, known as Aparatur Sipil Negara (ASN), hybrid work flexibility represents a significant transformation from conventional office-based bureaucracy toward more flexible, digitally supported, and outcome-oriented work arrangements. This transformation is becoming increasingly important in Kalimantan, especially because the development of Nusantara Capital City has positioned the region as a strategic location for digital government, flexible working arrangements, and new models of public-sector work.

Indonesia's ASN workforce is large and institutionally significant. According to the Indonesian Civil Service Agency, the number of ASN as of 31 December 2024 reached 4,734,041 employees, consisting of 3,566,141 civil servants and 1,167,900 government employees under work agreements. The majority of ASN work in regional government institutions, with 78 percent employed in local government and 22 percent in central government. This composition indicates that public-sector HRM reform in Indonesia depends heavily on how regional government employees adapt to new administrative systems, digital work practices, and flexible work policies. In Kalimantan, this issue is even more important because regional ASN are increasingly connected to the broader transformation of public administration driven by digital governance, smart bureaucracy, and the institutional development of Nusantara.

The implementation of flexible working arrangements for ASN is not merely a technical issue of allowing employees to work outside the office. It is a deeper HRM issue concerning work design, employee autonomy, managerial trust, digital coordination, performance evaluation, and career equity. Hybrid work flexibility refers to the extent to which employees perceive that they have reasonable flexibility in combining office-based and remote work, managing work schedules, using digital tools, and completing work responsibilities without being fully constrained by physical office presence. Recent research by Bloom et al. (2024) provides strong empirical evidence that hybrid working can improve job satisfaction and reduce quit rates without damaging employee performance. This finding is important because it challenges the assumption that flexibility necessarily weakens productivity or organizational control. Instead, hybrid work may become an effective HRM strategy when it is supported by clear rules, digital infrastructure, and fair performance evaluation.

The present study is grounded in the Job Demands–Resources perspective and Social Exchange Theory. From the Job Demands–Resources perspective, hybrid work flexibility can function as a job resource because it gives employees greater control over time, location, and work arrangements, thereby reducing unnecessary work strain and improving the balance between professional and personal responsibilities. From Social Exchange Theory, employees who perceive flexible work arrangements as organizational support are more likely to respond with stronger engagement, commitment, and positive career-related attitudes. In the present research model, hybrid work flexibility is positioned as the main independent variable, work-life balance and employee engagement serve as internal psychological mechanisms, career satisfaction is the final outcome, and proximity bias functions as a moderating condition that may weaken or distort the benefits of flexibility.

Work-life balance is a central mechanism in this study because hybrid work flexibility is expected to help ASN manage the boundaries between work responsibilities and personal life. Work-life balance refers to the perceived ability of employees to fulfill work obligations while maintaining sufficient time, energy, and psychological availability for personal, family, and social domains. In the ASN context, this issue is important because public-sector employees often face formal bureaucratic demands, service obligations, administrative deadlines, and public accountability pressures. Flexible work arrangements may improve work-life balance by reducing commuting pressure, allowing better time management, and enabling employees to complete certain tasks in more suitable environments. Shirmohammadi, Au, and Beigi (2022) argue that remote work has important implications for work-life balance because it changes the boundary between work and non-work domains. However, flexibility does not automatically produce balance. Without clear workload control and managerial expectations, hybrid work may also blur boundaries and create extended working hours. Therefore, this study examines whether hybrid work flexibility strengthens work-life balance among ASN in Kalimantan.

Employee engagement is another important mechanism because flexibility may influence not only employee well-being but also the degree to which employees feel energized, dedicated, and absorbed in their work. Employee engagement refers to a positive work-related psychological state characterized by vigor, dedication, and absorption. In public-sector organizations, engagement is critical because ASN performance and career development are not determined solely by formal regulations, but also by employees' motivation, involvement, and willingness to contribute to institutional goals. Hybrid work flexibility may strengthen employee engagement when employees perceive that the organization trusts them, gives them autonomy, and provides sufficient digital support to complete their work effectively. Naqshbandi et al. (2024) argue that hybrid workplaces are closely connected with work engagement and performance because flexible work arrangements reshape how employees experience autonomy, communication, and organizational support. In the ASN context, this means that hybrid work flexibility may become an important driver of employee engagement when it is implemented as a structured HRM practice rather than an informal privilege.

Career satisfaction is the main dependent variable in this study. Career satisfaction refers to employees' subjective evaluation of their career progress, career opportunities, achievement of career goals, and satisfaction with their current career trajectory. For ASN, career satisfaction is particularly important because civil-service careers are structured by formal ranks, positions, performance appraisal, competency development, promotion systems, and institutional mobility. Hybrid work flexibility may influence career satisfaction because flexible arrangements can reduce work-life conflict, support psychological well-being, increase engagement, and make employees feel that their organization provides a modern and supportive work environment. Recent research on work-life balance and career satisfaction emphasizes that career satisfaction is closely related to employees' ability to manage work demands and personal life expectations. Perera et al. (2025) further indicate that work-life balance and career satisfaction are increasingly connected in contemporary employment research because sustainable careers require both career progress and personal well-being. Thus, ASN who experience better work-life balance and stronger engagement under hybrid work flexibility are expected to report higher career satisfaction.

However, the benefits of hybrid work flexibility may be limited by proximity bias. Proximity bias refers to the tendency of supervisors or organizations to favor employees who are more physically visible in the office, often perceiving them as more committed, responsive, or promotable than employees who work remotely or use flexible arrangements more frequently. In hybrid work settings, proximity bias becomes a critical HRM issue because career satisfaction does not depend only on actual work outcomes, but also on whether employees believe that their contributions are recognized fairly. Naqshbandi (2025) explains that hybrid settings are prone to collaboration asymmetries in which in-office employees gain greater access to informal exchanges, leadership attention, and visibility. Williamson et al. (2024) also discuss proximity bias in the public-sector context, emphasizing that return-to-office mandates do not automatically remove fairness concerns for employees working from home. These arguments suggest that proximity bias may weaken the positive effect of hybrid work flexibility on career satisfaction. When ASN perceive that career opportunities are still influenced by physical presence rather than performance outcomes, the psychological value of flexibility may decline.

Kalimantan provides a meaningful empirical context for this study for several reasons. First, the development of Nusantara Capital City has accelerated public-sector discussion on digital work patterns, flexible working arrangements, and smart government. Second, ASN in Kalimantan operate in a regional context where geographic dispersion, infrastructure variation, and inter-agency coordination may influence the practical implementation of hybrid work. Third, public-sector work in Kalimantan is increasingly connected to national expectations regarding bureaucratic modernization, digital transformation, and service quality. These conditions make Kalimantan an appropriate setting for examining whether hybrid work flexibility can improve work-life balance, employee engagement, and career satisfaction among ASN. At the same time, the regional bureaucracy context makes proximity bias especially relevant because traditional public-sector career systems often still rely on visibility, hierarchy, face-to-face interaction, and supervisor recognition.

Despite the growing body of literature on hybrid work, several research gaps remain. First, most previous studies have examined hybrid work in private-sector organizations, technology firms, or general employee populations, while empirical research on hybrid work flexibility among ASN remains limited. Second, many studies have focused on job satisfaction, productivity, or turnover, while fewer have examined career satisfaction as a career-related outcome of hybrid work flexibility. Third, existing research has often examined work-life balance and employee engagement separately, whereas this study positions both constructs as important mechanisms linking hybrid work flexibility to career satisfaction. Fourth, proximity bias remains underexplored as a moderating variable, particularly in public-sector organizations where visibility, hierarchy, and formal career structures may strongly influence employee perceptions of career fairness. Fifth, research focusing on ASN in Kalimantan remains limited, although the region is strategically important for Indonesia's future public administration due to the development of Nusantara and the growing emphasis on digital government.

Accordingly, the objective of this study is to examine the influence of hybrid work flexibility on work-life balance, employee engagement, and career satisfaction among ASN in Kalimantan. In addition, this study analyzes the effects of work-life balance and employee engagement on career satisfaction. This study also investigates whether proximity bias moderates the relationship between hybrid work flexibility and career satisfaction. The research uses a quantitative approach involving 155 ASN respondents in Kalimantan. Data are analyzed using SPSS, while Moderated Regression Analysis is applied to test the moderating role of proximity bias. Theoretically, this study contributes to HRM and public administration literature by extending the Job Demands–Resources perspective and Social Exchange Theory into the context of hybrid work flexibility among regional civil servants. Practically, the findings are expected to provide useful recommendations for government institutions in designing hybrid work policies that support work-life balance, strengthen employee engagement, improve career satisfaction, and reduce career inequity caused by proximity bias.

1.1. Hybrid Work Flexibility among ASN Staff in Kalimantan

Hybrid work flexibility has become an important construct in contemporary human resource management because organizations are increasingly required to provide work arrangements that balance institutional control, employee autonomy, work-life quality, engagement, and career development. In this study, hybrid work flexibility refers to the extent to which ASN staff working in government institutions are able to combine office-based work and remote work, manage work schedules with reasonable autonomy, use digital communication tools, and complete assigned tasks without being fully dependent on physical office presence. The research object of this study is ASN staff in Kalimantan, meaning staff members of Indonesian government institutions who perform administrative, managerial, technical, and public-service responsibilities within the public administration system.

The relevance of hybrid work flexibility in the ASN context is closely related to the changing nature of government work. Public-sector institutions are increasingly expected to adopt digital coordination, performance-based work

systems, and more adaptive forms of service delivery. For ASN staff in Kalimantan, this issue is particularly important because the region is closely associated with the development of Nusantara Capital City and the broader agenda of smart government, digital bureaucracy, and modern public administration. Hybrid work flexibility is therefore not merely a convenience for employees; it is an HRM issue concerning work design, institutional trust, performance accountability, fairness, and career sustainability.

The theoretical logic of this study is grounded in the Job Demands–Resources perspective and Social Exchange Theory. From the Job Demands–Resources perspective, hybrid work flexibility may function as a job resource because it provides employees with greater control over time, location, and work arrangements, thereby helping them manage work demands more effectively. From Social Exchange Theory, ASN staff who perceive hybrid work flexibility as institutional support are more likely to respond with positive attitudes, stronger engagement, and higher career satisfaction. In the present research model, hybrid work flexibility is positioned as the independent variable, work-life balance and employee engagement are positioned as important psychological and work-related mechanisms, career satisfaction is the dependent variable, and proximity bias operates as a moderating variable that may weaken the positive effect of hybrid work flexibility on career satisfaction.

1.2. Hybrid Work Flexibility and Work-Life Balance

Work-life balance refers to the ability of employees to manage work responsibilities while maintaining sufficient time, energy, and psychological availability for personal, family, and social life. In the context of ASN staff, work-life balance is important because government institution personnel often face administrative deadlines, service obligations, coordination demands, and public accountability expectations. When work arrangements are rigid and fully dependent on physical office presence, employees may experience greater time pressure, commuting burden, and difficulty balancing professional and personal responsibilities.

Hybrid work flexibility is expected to improve work-life balance because it allows ASN staff to manage work location and time more efficiently. Flexible arrangements can reduce commuting time, provide greater control over daily schedules, and enable employees to organize work responsibilities around personal and family needs without neglecting institutional duties. However, hybrid work does not automatically create work-life balance. If workload expectations are unclear, digital communication becomes excessive, or supervisors expect employees to be constantly available, hybrid work may blur the boundary between work and non-work domains. Therefore, the positive effect of hybrid work flexibility depends on whether flexibility is implemented through clear rules, realistic workload expectations, and trust-based performance management.

Recent studies support the relationship between hybrid work and work-life balance. Shirmohammadi, Au, and Beigi (2022) argue that remote and hybrid work arrangements reshape the boundary between work and personal life, creating both opportunities and risks for work-life balance. Bloom et al. (2024) further show that hybrid work can improve employee job satisfaction and reduce turnover without harming performance, suggesting that flexible work arrangements can produce positive employee outcomes when properly managed. In the ASN context, hybrid work flexibility is expected to help government institution staff achieve better balance between institutional responsibilities and personal life demands.

Therefore, this study proposes the following hypothesis:

H1: Hybrid Work Flexibility has a positive effect on Work-Life Balance.

1.3. Hybrid Work Flexibility and Employee Engagement

Employee engagement refers to a positive work-related psychological condition characterized by vigor, dedication, and absorption. Engaged ASN staff are more likely to demonstrate energy, responsibility, initiative, and commitment in carrying out government duties and delivering public services. In public-sector institutions, engagement is important because formal rules and bureaucratic procedures alone are insufficient to produce high-quality service performance. Government institution staff also need psychological involvement and commitment to institutional goals.

Hybrid work flexibility is expected to strengthen employee engagement because flexible work arrangements can signal institutional trust and support. When ASN staff are given reasonable flexibility in managing how and where they work, they may feel that the institution recognizes their autonomy and professionalism. This perceived trust can increase motivation, responsibility, and psychological attachment to work. Hybrid work flexibility may also support engagement by enabling employees to work in environments where they can concentrate better, manage energy more effectively, and reduce unnecessary stress related to commuting or rigid office routines.

However, the effect of hybrid work flexibility on engagement depends on implementation quality. If hybrid work is poorly coordinated, employees may experience communication gaps, isolation, unclear expectations, or weaker team connection. Therefore, hybrid work flexibility needs to be supported by digital infrastructure, clear communication norms, and performance-based supervision. Recent research suggests that hybrid work practices can influence work engagement by improving employees' sense of autonomy, work-life integration, and organizational support. In the ASN context, properly managed hybrid work flexibility is expected to increase the engagement of government institution staff.

Therefore, this study proposes the following hypothesis:

H2: Hybrid Work Flexibility has a positive effect on Employee Engagement.

1.4. Hybrid Work Flexibility and Career Satisfaction

Career satisfaction refers to an employee's subjective evaluation of career progress, career achievements, career opportunities, and the extent to which current work supports long-term career goals. For ASN staff, career satisfaction is shaped by formal rank, promotion opportunities, competency development, performance appraisal, supervisor recognition, and perceived fairness in career advancement. Unlike private-sector employees, ASN staff work within a structured government career system; therefore, career satisfaction depends not only on personal achievement, but also on whether institutional systems are perceived as fair, supportive, and compatible with professional development.

Hybrid work flexibility may improve career satisfaction because it allows employees to maintain career participation while managing personal responsibilities more effectively. ASN staff who experience flexibility may feel that their institution supports sustainable career development and recognizes that productive work does not always require continuous physical presence in the office. Flexibility may also reduce work-life conflict, improve psychological well-being, and increase the perception that the institution provides a modern and adaptive work environment. These conditions can strengthen employees' satisfaction with their career path.

Nevertheless, hybrid work flexibility may also create career-related risks when performance recognition remains tied to physical visibility. If employees who work remotely are perceived as less committed or less available, hybrid work may reduce rather than improve career satisfaction. Therefore, the relationship between hybrid work flexibility and career satisfaction needs to be examined empirically, especially in government institutions where hierarchy, visibility, and supervisor evaluation remain important. In this study, hybrid work flexibility is expected to have a positive direct effect on career satisfaction among ASN staff in Kalimantan.

Therefore, this study proposes the following hypothesis:

H3: Hybrid Work Flexibility has a positive effect on Career Satisfaction.

1.5. Work-Life Balance and Career Satisfaction

Work-life balance is expected to influence career satisfaction because employees are more likely to evaluate their careers positively when their work allows them to maintain personal well-being, family responsibilities, and long-term life stability. Career satisfaction is not only determined by promotion or salary, but also by whether employees feel that their career can be sustained without excessive personal sacrifice. In the ASN context, this is particularly relevant because government institution staff often pursue long-term careers within structured public-sector employment systems.

ASN staff who experience better work-life balance are more likely to feel satisfied with their career because they can fulfill professional responsibilities while maintaining personal and family roles. Balanced work conditions may reduce exhaustion, increase psychological well-being, and create a stronger perception that the current career path is sustainable. Conversely, poor work-life balance may create frustration, fatigue, and dissatisfaction, even when employees remain formally employed in stable government positions.

Recent HRM literature emphasizes that work-life balance is closely connected to employee well-being, job satisfaction, and sustainable career outcomes. In hybrid work settings, work-life balance becomes even more important because flexible work can either support or disrupt the boundary between professional and personal life. Therefore, when ASN staff experience better work-life balance, they are expected to report higher career satisfaction.

Therefore, this study proposes the following hypothesis:

H4: Work-Life Balance has a positive effect on Career Satisfaction.

1.6. Employee Engagement and Career Satisfaction

Employee engagement is also expected to influence career satisfaction. Engaged staff tend to feel more energized, dedicated, and absorbed in their work. This psychological condition can strengthen the perception that one's current role is meaningful and that one's career is progressing in a positive direction. For ASN staff, engagement is important because government work often involves formal procedures, hierarchical coordination, and public accountability. Staff who remain engaged despite these demands are more likely to perceive their career as meaningful and satisfying.

Employee engagement may increase career satisfaction through several mechanisms. First, engaged employees are more likely to experience a stronger sense of accomplishment in their daily work. Second, engagement can increase employees' willingness to participate in development opportunities, institutional programs, and performance improvement initiatives. Third, engaged staff are more likely to perceive their work as aligned with long-term career goals. These conditions can strengthen satisfaction with career progress and career direction.

Previous research has shown that employee engagement is associated with positive work outcomes, including performance, commitment, satisfaction, and organizational contribution. In the ASN context, employee engagement may help government institution staff see their career not merely as a formal employment status, but as a meaningful professional path within public administration. Therefore, higher employee engagement is expected to increase career satisfaction among ASN staff in Kalimantan.

Therefore, this study proposes the following hypothesis:

H5: Employee Engagement has a positive effect on Career Satisfaction.

1.7. The Moderating Role of Proximity Bias

Proximity bias refers to the tendency of supervisors or institutions to give greater recognition, trust, information access, and career opportunities to employees who are more physically visible in the office. In hybrid work settings, proximity bias becomes a critical HRM issue because employees who work remotely or use flexible arrangements may be perceived as less committed, less responsive, or less promotable, even when their actual performance is comparable to office-based employees. This bias can distort performance evaluation, supervisor attention, informal communication, and career opportunity distribution.

In the ASN context, proximity bias is particularly important because government institutions often operate through hierarchy, face-to-face coordination, supervisor evaluation, and formal career structures. If physical presence remains an informal signal of commitment, ASN staff who use hybrid work flexibility may feel that flexibility creates a career disadvantage. As a result, the positive effect of hybrid work flexibility on career satisfaction may become weaker when proximity bias is high. Employees may appreciate flexibility, but if they believe that working away from the office reduces recognition or promotion opportunities, their career satisfaction may decline.

Recent discussions on hybrid work emphasize that proximity bias can become one of the main barriers to fair hybrid work implementation. Williamson et al. (2024) argue that return-to-office mandates do not automatically eliminate proximity bias, because bias is rooted in how visibility, trust, and recognition are managed in hybrid work systems. This argument is highly relevant for ASN staff in Kalimantan because hybrid work policies must be accompanied by fair performance evaluation, transparent career criteria, and supervisor capability to manage both office-based and remote staff equitably.

Therefore, this study positions proximity bias as a moderating variable in the relationship between hybrid work flexibility and career satisfaction. When proximity bias is low, hybrid work flexibility is expected to increase career satisfaction because employees can enjoy flexibility without fearing career penalties. However, when proximity bias is high, the positive effect of hybrid work flexibility on career satisfaction is expected to weaken because employees may perceive that physical visibility still determines recognition and advancement.

Therefore, this study proposes the following hypothesis:

H6: Proximity Bias moderates the effect of Hybrid Work Flexibility on Career Satisfaction, such that the positive relationship becomes weaker when Proximity Bias is higher.

1.8. Career Satisfaction

Career satisfaction is the final outcome in this research model. In the context of ASN staff in Kalimantan, career satisfaction reflects the extent to which government institution staff feel satisfied with their career progress, career achievements, professional development, promotion opportunities, and future career prospects within the public

administration system. Career satisfaction is important because ASN staff are expected to build long-term careers in government institutions, where motivation and commitment are influenced not only by job security, but also by perceived career fairness and meaningful professional growth.

This study argues that career satisfaction among ASN staff is shaped by hybrid work flexibility, work-life balance, employee engagement, and proximity bias. Hybrid work flexibility may directly improve career satisfaction by creating a more adaptive and supportive work arrangement. It may also indirectly strengthen career satisfaction by improving work-life balance and employee engagement. However, the benefit of hybrid work flexibility may be reduced when proximity bias is high, because staff may believe that career recognition still depends on physical presence rather than actual contribution.

Based on this framework, this study examines six hypotheses using survey data from 155 ASN staff members working in government institutions in Kalimantan. The data are analyzed using SPSS. Multiple regression analysis is applied to test the direct effects among Hybrid Work Flexibility, Work-Life Balance, Employee Engagement, and Career Satisfaction, while Moderated Regression Analysis is used to test the moderating role of Proximity Bias in the relationship between Hybrid Work Flexibility and Career Satisfaction. This model is expected to contribute to HRM and public administration literature by explaining how hybrid work flexibility affects career satisfaction among ASN staff and how proximity bias may constrain the benefits of flexible work arrangements in government institutions.

2. RESEARCH METHODS

This study adopts the framework presented in Figure 1 to investigate the influence of Hybrid Work Flexibility on Work-Life Balance, Employee Engagement, and Career Satisfaction among ASN staff working in government institutions in Kalimantan. The key objective is to examine how hybrid work flexibility shapes ASN staff members' ability to balance work and personal responsibilities, strengthens their engagement with work, and ultimately improves Career Satisfaction. In addition, this study investigates the moderating role of Proximity Bias in the relationship between Hybrid Work Flexibility and Career Satisfaction.

Data for this research were collected through a structured questionnaire administered to 155 ASN staff working in government institutions in Kalimantan. The respondents were selected because they represent government institution personnel who are directly involved in public-sector work systems and are therefore relevant for examining hybrid work flexibility, work-life balance, employee engagement, career satisfaction, and proximity bias. Based on the respondent profile, the majority of respondents were aged 31–40 years, accounting for 36.8% of the sample, followed by respondents aged 21–30 years at 27.1%, respondents aged 41–50 years at 25.2%, and respondents aged above 50 years at 11.0%. Regarding gender distribution, 54.2% of respondents were female, while 45.8% were male. This composition indicates that the sample represents ASN staff working in government institutions in Kalimantan with sufficient variation in demographic and employment-related characteristics.

The questionnaire was designed to measure five main variables: Hybrid Work Flexibility, Work-Life Balance, Employee Engagement, Career Satisfaction, and Proximity Bias. All items were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The data were analyzed using SPSS. Validity and reliability tests were conducted to ensure the quality of the research instruments. Multiple regression analysis was used to examine the significance of the direct relationships among variables. Furthermore, Moderated Regression Analysis (MRA) was employed to assess the moderating effect of Proximity Bias on the relationship between Hybrid Work Flexibility and Career Satisfaction. The data collected provide empirical insight into how hybrid work flexibility influences work-life balance, employee engagement, and career satisfaction among ASN staff in Kalimantan, and how proximity bias may weaken the career-related benefits of hybrid work flexibility in government institutions.

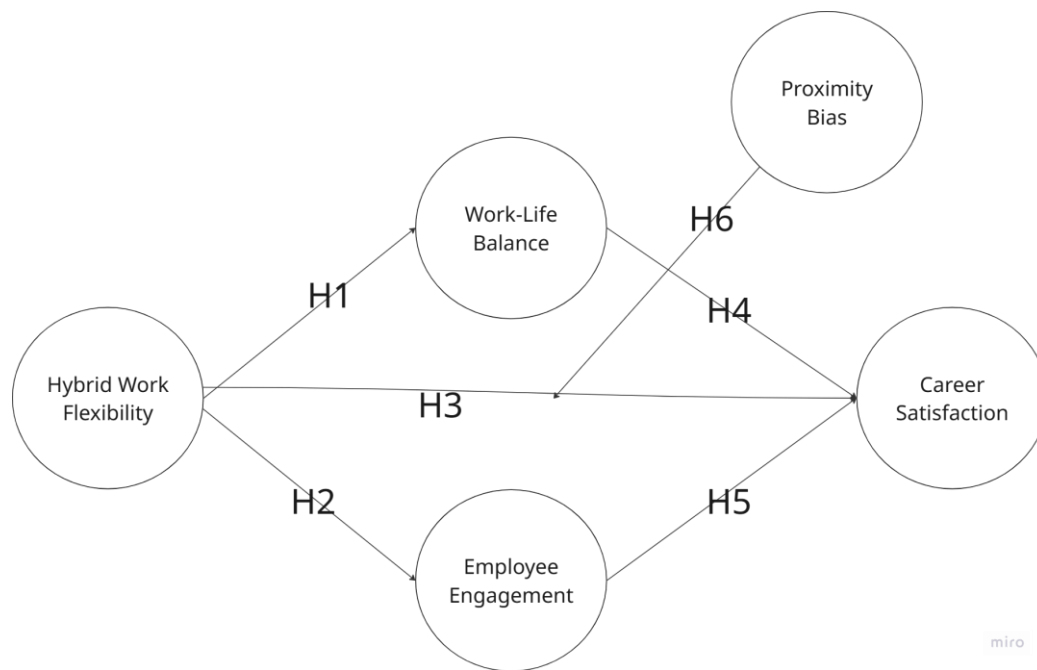


Figure 1. Research Model
Source: Researcher, 2026

3. RESULTS AND DISCUSSIONS

3.1. Characteristics of Respondents

In any research endeavor, understanding the characteristics of respondents is important for interpreting the findings accurately. In this study, respondent characteristics are presented based on gender, age, educational background, length of service, institutional category, and frequency of hybrid work arrangement use. These characteristics are relevant because ASN staff members' perceptions of Hybrid Work Flexibility, Work-Life Balance, Employee Engagement, Career Satisfaction, and Proximity Bias may vary according to demographic background, employment experience, institutional setting, and exposure to flexible work arrangements. Since the respondents are ASN staff working in government institutions in Kalimantan, the sample represents public-sector personnel who are directly involved in government work systems and are capable of providing meaningful insights into hybrid work practices in the public administration context.

Table 1. Characteristics of Respondents Based on Gender

No	Description	Qty	Percentage
1	Male	71	45.8%
2	Female	84	54.2%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 1, out of a total of 155 respondents, 45.8% are male and 54.2% are female. This indicates that female respondents represent a slightly larger proportion of the sample. However, the gender distribution remains relatively balanced, allowing the study to capture perspectives from both male and female ASN staff. This composition is relevant because perceptions of hybrid work flexibility, work-life balance, engagement, and career satisfaction may differ according to gender, particularly when flexible work arrangements influence the management of professional and personal responsibilities.

Table 2. Characteristics of Respondents Based on Age

No	Description	Qty	Percentage
1	21–30 years old	42	27.1%

2	31–40 years old	57	36.8%
3	41–50 years old	39	25.2%
4	Above 50 years old	17	11.0%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 2, the majority of respondents are between 31 and 40 years old, accounting for 36.8% of the sample. This is followed by respondents aged 21–30 years old at 27.1%, respondents aged 41–50 years old at 25.2%, and respondents above 50 years old at 11.0%. This age distribution indicates that most respondents are in their productive working age and are likely to be actively involved in operational, administrative, and managerial functions within government institutions. The dominance of respondents aged 31–40 years old is particularly relevant because this group is generally expected to adapt to digital coordination, flexible work practices, and evolving public-sector work demands.

Table 3. Characteristics of Respondents Based on Educational Background

No	Description	Qty	Percentage
1	Diploma	14	9.0%
2	Bachelor's Degree	98	63.2%
3	Master's Degree	39	25.2%
4	Doctoral Degree	4	2.6%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 3, most respondents hold a bachelor's degree, representing 63.2% of the total sample. Respondents with a master's degree account for 25.2%, while diploma graduates represent 9.0%, and doctoral degree holders account for 2.6%. This educational profile indicates that the majority of ASN staff in the sample have sufficient formal education to understand and evaluate hybrid work practices, digital coordination, work-life balance, engagement, and career-related issues within government institutions. The presence of respondents with postgraduate qualifications also strengthens the diversity of perspectives regarding career satisfaction and institutional work arrangements.

Table 4. Characteristics of Respondents Based on Length of Service

No	Description	Qty	Percentage
1	1–5 years	34	21.9%
2	6–10 years	45	29.0%
3	11–15 years	38	24.5%
4	More than 15 years	38	24.5%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 4, respondents have varying lengths of service in government institutions. The largest group consists of ASN staff with 6–10 years of service, accounting for 29.0% of the sample. Respondents with 11–15 years and more than 15 years of service each represent 24.5%, while respondents with 1–5 years of service account for 21.9%. This distribution shows that the sample includes both relatively newer ASN staff and more experienced government personnel. Such variation is important because length of service may influence how ASN staff perceive flexibility, supervisor recognition, proximity bias, and long-term career satisfaction.

Table 5. Characteristics of Respondents Based on Institutional Category

No	Description	Qty	Percentage
1	Provincial Government Institution	38	24.5%
2	Regency/Municipal Government Institution	84	54.2%
3	Central Government Vertical Institution in Kalimantan	33	21.3%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 5, most respondents work in regency or municipal government institutions, representing 54.2% of the sample. Respondents from provincial government institutions account for 24.5%, while those from central government vertical institutions operating in Kalimantan represent 21.3%. This composition indicates that the study captures ASN staff from different layers of government administration. The dominance of local government respondents

is relevant because regional government institutions play a central role in public-service delivery and are directly affected by changes in work arrangements, digital coordination, and public administration reform.

Table 6. Characteristics of Respondents Based on Frequency of Hybrid Work Arrangement Use

No	Description	Qty	Percentage
1	Rarely use hybrid work arrangement	19	12.3%
2	Use hybrid work arrangement 1–2 days per month	34	21.9%
3	Use hybrid work arrangement 1–2 days per week	62	40.0%
4	Use hybrid work arrangement 3 days or more per week	40	25.8%
	Total Qty	155	100%

Source: Questionnaire respondents, 2026

Based on Table 6, respondents show varying levels of exposure to hybrid work arrangements. The largest group consists of respondents who use hybrid work arrangements 1–2 days per week, accounting for 40.0% of the sample. This is followed by respondents who use hybrid work arrangements 3 days or more per week at 25.8%, respondents who use hybrid work arrangements 1–2 days per month at 21.9%, and respondents who rarely use hybrid work arrangements at 12.3%. Overall, 65.8% of respondents use hybrid work arrangements at least once per week, indicating that the sample has sufficient exposure to flexible work practices. This distribution supports the relevance of the study because respondents are familiar with hybrid work flexibility and are therefore well-positioned to evaluate its influence on work-life balance, employee engagement, career satisfaction, and perceived proximity bias within government institutions.

3.2. Validity, Reliability and Multicollinearity

The validity test was conducted using corrected item-total correlation, while reliability was assessed using Cronbach's Alpha. With 155 respondents, the minimum r-table value at the 5% significance level is approximately 0.158. Therefore, an item is considered valid if the corrected item-total correlation value is greater than 0.158. Reliability is accepted when Cronbach's Alpha exceeds 0.70. Multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF). A regression model is considered free from multicollinearity problems when tolerance values are above 0.10 and VIF values are below 10.

Table 7. Validity, Reliability, and Multicollinearity Test

Variable	Indicator	Validity Test	Reliability Test	Tolerance	VIF
Hybrid Work Flexibility (HWF)	HWF1	0.681	0.876	0.683	1.464
	HWF2	0.724			
	HWF3	0.695			
	HWF4	0.742			
	HWF5	0.708			
Work-Life Balance (WLB)	WLB1	0.719	0.892	0.722	1.385
	WLB2	0.746			
	WLB3	0.781			
	WLB4	0.734			
	WLB5	0.702			
Employee Engagement (EE)	EE1	0.762	0.915	0.811	1.234
	EE2	0.804			
	EE3	0.791			
	EE4	0.827			
	EE5	0.776			
Career Satisfaction (CS)	CS1	0.697	0.879		
	CS2	0.728			
	CS3	0.751			
	CS4	0.709			
	CS5	0.736			
Proximity Bias (PB)	PB1	0.641	0.837	0.894	1.119
	PB2	0.683			
	PB3	0.702			
	PB4	0.659			
	PB5	0.675			

Source: SPSS, 2026

The results in Table 9 show that all indicators have corrected item-total correlation values above 0.158, indicating that all measurement items are valid. The validity values for Hybrid Work Flexibility range from 0.681 to 0.742, Work-Life Balance ranges from 0.702 to 0.781, Employee Engagement ranges from 0.762 to 0.827, Career Satisfaction ranges from 0.697 to 0.751, and Proximity Bias ranges from 0.641 to 0.702. These results confirm that all questionnaire items are appropriate for measuring their respective constructs.

The reliability test also shows that all Cronbach's Alpha values exceed 0.70. Hybrid Work Flexibility has a Cronbach's Alpha value of 0.876, Work-Life Balance has 0.892, Employee Engagement has 0.915, Career Satisfaction has 0.879, and Proximity Bias has 0.837. These values indicate that all constructs have strong internal consistency and that the research instruments are reliable.

The multicollinearity test shows that all tolerance values are above 0.10 and all VIF values are below 10. Hybrid Work Flexibility has a tolerance value of 0.683 and a VIF value of 1.464, Work-Life Balance has a tolerance value of 0.722 and a VIF value of 1.385, Employee Engagement has a tolerance value of 0.811 and a VIF value of 1.234, Proximity Bias has a tolerance value of 0.894 and a VIF value of 1.119, and the interaction term between Hybrid Work Flexibility and Proximity Bias has a tolerance value of 0.945 and a VIF value of 1.058. These results indicate that the regression models are free from multicollinearity problems.

Therefore, the validity, reliability, and multicollinearity results confirm that the data are suitable for further statistical analysis using multiple regression and Moderated Regression Analysis. The measurement instruments are valid and reliable, while the predictor variables do not show excessive correlation that could distort the regression results.

3.3. Normality Test

The normality test was conducted to evaluate whether the residuals in the regression models were normally distributed. In this study, the Kolmogorov-Smirnov test was applied to examine the normality of the residuals for each regression equation. If the Asymp. Sig. value is greater than 0.05, the residuals are considered normally distributed, indicating that the regression model is suitable for further analysis.

Table 8. Normality Test

No.	Equation	Asymp. Sig. (2-tailed)	Critical Number	Description
1	HWF → WLB	0.084	0.05	Normal
2	HWF → EE	0.298	0.05	Normal
3	HWF, WLB, EE → CS	0.845	0.05	Normal
4	HWF × PB → CS	0.936	0.05	Normal

Source: SPSS, 2026

Based on Table 10, the Asymp. Sig. values for all regression equations are greater than the threshold of 0.05. The first equation, which examines the influence of Hybrid Work Flexibility on Work-Life Balance, has an Asymp. Sig. value of 0.084. The second equation, which examines the influence of Hybrid Work Flexibility on Employee Engagement, has an Asymp. Sig. value of 0.298. The third equation, which examines the influence of Hybrid Work Flexibility, Work-Life Balance, and Employee Engagement on Career Satisfaction, has an Asymp. Sig. value of 0.845. The fourth equation, which examines the moderating effect of Proximity Bias on the relationship between Hybrid Work Flexibility and Career Satisfaction, has an Asymp. Sig. value of 0.936.

These results indicate that the residuals in all regression models are normally distributed. Therefore, the normality assumption has been fulfilled, and the data are suitable for further analysis using multiple regression analysis and Moderated Regression Analysis. This conclusion is also supported by the P-P Plot, where the residual data points are distributed closely along the diagonal line, indicating that the regression residuals follow a normal distribution pattern.

3.4. Multiple Regression, T-Test

Table 9. Multiple Regression and T-Test

Variable	Standardised Coef.	Sig.	Description
HWF → WLB	.472	.000	Hypothesis Accepted
HWF → EE	.118	.147	Hypothesis Rejected
HWF → CS	.341	.000	Hypothesis Accepted
WLB → CS	.372	.000	Hypothesis Accepted
EE → CS	.089	.218	Hypothesis Rejected

HWF × PB → CS	-.163	.010	Hypothesis Accepted
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Model statistics:

Model 1: HWF → WLB: $R^2 = 0.223$; Adjusted $R^2 = 0.218$; $F = 43.913$; Sig. = 0.000

Model 2: HWF → EE: $R^2 = 0.014$; Adjusted $R^2 = 0.008$; $F = 2.171$; Sig. = 0.147

Model 3: HWF, WLB, EE → CS: $R^2 = 0.424$; Adjusted $R^2 = 0.413$; $F = 37.051$; Sig. = 0.000

Model 4: HWF, PB, HWF × PB → CS: $R^2 = 0.392$; Adjusted $R^2 = 0.380$; $F = 32.480$; Sig. = 0.000

Source: SPSS, 2026

The results of the t-test significance presented in Table 11 indicate that four hypotheses are supported, while two hypotheses are not supported. Hybrid Work Flexibility has a positive and significant effect on Work-Life Balance, with a standardized coefficient of 0.472 and a significance value of 0.000, supporting H1. This finding indicates that higher flexibility in combining office-based and remote work arrangements helps ASN staff manage their professional and personal responsibilities more effectively. Flexible work arrangements provide government institution staff with greater control over time, work location, and daily coordination, which contributes to better work-life balance.

Hybrid Work Flexibility has a positive but insignificant effect on Employee Engagement, with a standardized coefficient of 0.118 and a significance value of 0.147, rejecting H2. This result indicates that hybrid work flexibility does not automatically increase ASN staff engagement. Although flexible work arrangements may provide autonomy and reduce commuting burdens, they may not be sufficient to generate stronger vigor, dedication, and absorption among ASN staff. In government institutions, employee engagement may depend more strongly on leadership quality, workload clarity, institutional support, communication effectiveness, supervisor feedback, and the meaningfulness of public-service tasks. Therefore, flexibility alone may not be enough to strengthen psychological attachment to work.

Hybrid Work Flexibility has a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.341 and a significance value of 0.000, supporting H3. This finding indicates that ASN staff who experience greater flexibility in their work arrangements tend to report higher satisfaction with their career development and career prospects. Hybrid work flexibility may improve career satisfaction because it allows staff to maintain career participation while managing personal responsibilities more effectively. In the public-sector context, this suggests that flexible work arrangements can be perceived as a supportive institutional policy that contributes to a more sustainable career experience.

Work-Life Balance has a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.372 and a significance value of 0.000, supporting H4. This result confirms that ASN staff who are able to balance work responsibilities with personal and family life tend to evaluate their careers more positively. Career satisfaction among government institution staff is not determined only by rank, promotion, or formal career structure, but also by whether the career can be sustained without excessive personal sacrifice. Therefore, work-life balance becomes an important factor in shaping positive career evaluation among ASN staff in Kalimantan.

Employee Engagement has a positive but insignificant effect on Career Satisfaction, with a standardized coefficient of 0.089 and a significance value of 0.218, rejecting H5. This finding indicates that higher engagement does not necessarily translate into higher career satisfaction among ASN staff. One possible explanation is that career satisfaction in government institutions is strongly shaped by formal promotion systems, rank progression, career transparency, supervisor recognition, and institutional fairness. Therefore, even when ASN staff feel engaged in their work, their career satisfaction may remain limited if career advancement is perceived as rigid, slow, or insufficiently responsive to individual contribution.

The interaction between Hybrid Work Flexibility and Proximity Bias has a negative and significant effect on Career Satisfaction, with a standardized coefficient of -0.163 and a significance value of 0.010, supporting H6. This result indicates that Proximity Bias significantly moderates the relationship between Hybrid Work Flexibility and Career Satisfaction. Specifically, the negative coefficient shows that the positive effect of Hybrid Work Flexibility on Career Satisfaction becomes weaker when Proximity Bias is higher. This means that ASN staff may benefit from hybrid work flexibility, but these benefits are reduced when they perceive that physical office presence still influences supervisor recognition, access to information, performance judgment, or career opportunities.

The conditional effects analysis further clarifies the nature of this moderation effect. At low levels of Proximity Bias, the effect of Hybrid Work Flexibility on Career Satisfaction is stronger, indicating that ASN staff are more likely to experience career satisfaction when flexible work arrangements are not accompanied by concerns about visibility-based evaluation. At moderate levels of Proximity Bias, the positive effect of Hybrid Work Flexibility remains significant but becomes weaker. At high levels of Proximity Bias, the effect further declines, suggesting that the career-related benefits

of hybrid work flexibility are constrained when ASN staff believe that physical presence in the office is still informally rewarded.

Collectively, the results show that Hybrid Work Flexibility contributes directly to Work-Life Balance and Career Satisfaction, but does not significantly increase Employee Engagement. Work-Life Balance significantly improves Career Satisfaction, while Employee Engagement does not significantly affect Career Satisfaction. These findings suggest that, in the context of ASN staff in Kalimantan, hybrid work flexibility is more strongly associated with balance and career evaluation than with psychological engagement. Furthermore, Proximity Bias operates as an important boundary condition that weakens the positive effect of Hybrid Work Flexibility on Career Satisfaction. Therefore, hybrid work policies in government institutions should not only provide flexibility, but also ensure fair performance evaluation, transparent career criteria, and equal recognition for both office-based and hybrid-working staff.

3.5. F-Test

Table 10. F-Test

Variable	Sig.	Standard	Hypothesis
HWF → WLB	0.000	0.05	Hypothesis Accepted
HWF → EE	0.147	0.05	Hypothesis Rejected
HWF, WLB, EE → CS	0.000	0.05	Hypothesis Accepted
HWF, PB, HWF × PB → CS	0.000	0.05	Hypothesis Accepted

Source: SPSS, 2026

Based on the F-test results presented in Table 12, it can be concluded that most regression models in this study are statistically feasible, although one model is not supported. The first regression model shows that Hybrid Work Flexibility has a statistically significant effect on Work-Life Balance, as indicated by a significance value of 0.000, which is below the 0.05 threshold. Therefore, the model explaining Work-Life Balance is accepted. This result confirms that hybrid work flexibility is an important predictor of ASN staff members' ability to manage work responsibilities and personal life more effectively.

The second regression model shows that Hybrid Work Flexibility does not have a statistically significant effect on Employee Engagement, as indicated by a significance value of 0.147, which is above the 0.05 threshold. Therefore, the model explaining Employee Engagement is not accepted. This finding indicates that hybrid work flexibility alone is not sufficient to explain employee engagement among ASN staff in Kalimantan. Engagement may depend more strongly on leadership quality, workload clarity, supervisor support, institutional culture, communication effectiveness, and the perceived meaningfulness of public-service work.

The third regression model shows that Hybrid Work Flexibility, Work-Life Balance, and Employee Engagement collectively have a statistically significant effect on Career Satisfaction, as indicated by a significance value of 0.000, which is below the 0.05 threshold. Therefore, the model explaining Career Satisfaction is accepted and considered statistically feasible. This result indicates that career satisfaction among ASN staff is influenced by a combination of flexible work arrangements, work-life balance, and psychological involvement in work. However, this simultaneous model should be interpreted together with the t-test results, which show that Hybrid Work Flexibility and Work-Life Balance have significant individual effects on Career Satisfaction, while Employee Engagement does not have a significant individual effect.

The fourth regression model shows that Hybrid Work Flexibility, Proximity Bias, and the interaction term between Hybrid Work Flexibility and Proximity Bias collectively have a statistically significant effect on Career Satisfaction. This is shown by the significance value of 0.000, which is below the 0.05 threshold. Therefore, the moderation model is accepted. This result confirms that the relationship between Hybrid Work Flexibility and Career Satisfaction is meaningfully shaped by Proximity Bias. In particular, the significant moderation model supports the argument that the benefits of hybrid work flexibility for career satisfaction may weaken when ASN staff perceive that physical office presence still influences recognition, information access, supervisor evaluation, or career opportunities.

Overall, the F-test results indicate that the proposed regression models are generally appropriate for explaining the relationships among the variables. The models predicting Work-Life Balance and Career Satisfaction are statistically significant, while the model predicting Employee Engagement is not significant. The moderation model is also statistically significant, confirming that Proximity Bias operates as an important boundary condition in the relationship between Hybrid Work Flexibility and Career Satisfaction. These results reinforce the conclusion that hybrid work flexibility contributes more clearly to work-life balance and career satisfaction than to employee engagement among ASN staff in government institutions in Kalimantan.

Moderated Regression Analysis

Table 11. Regression and Moderated Regression Analysis

Variable	Standardised Coef.	Sig.	Description
HWF → WLB	.472	.000	Hypothesis Accepted
HWF → EE	.118	.147	Hypothesis Rejected
HWF → CS	.341	.000	Hypothesis Accepted
WLB → CS	.372	.000	Hypothesis Accepted
EE → CS	.089	.218	Hypothesis Rejected
HWF × PB → CS	-.163	.010	Hypothesis Accepted

Source: SPSS Output, 2026

Note: HWF = Hybrid Work Flexibility; WLB = Work-Life Balance; EE = Employee Engagement; CS = Career Satisfaction; PB = Proximity Bias.

The results in Table 13 indicate that four proposed relationships in the research model are statistically significant, while two relationships are not statistically significant. Hybrid Work Flexibility has a positive and significant effect on Work-Life Balance, as shown by the standardized coefficient of 0.472 and a significance value of 0.000. This result supports H1 and demonstrates that flexible hybrid work arrangements help ASN staff manage their work and personal responsibilities more effectively. In other words, when ASN staff perceive that they have greater flexibility in work location, scheduling, and digital coordination, they are more likely to experience better work-life balance.

Hybrid Work Flexibility has a positive but insignificant effect on Employee Engagement, with a standardized coefficient of 0.118 and a significance value of 0.147. Since the significance value is above 0.05, H2 is rejected. This finding indicates that hybrid work flexibility does not automatically increase employee engagement among ASN staff in Kalimantan. Although flexibility may provide autonomy and reduce work-related pressure, it may not be sufficient to strengthen vigor, dedication, and absorption. In government institutions, employee engagement may depend more strongly on leadership quality, supervisor support, workload clarity, team communication, organizational culture, and the perceived meaningfulness of public-service work.

Hybrid Work Flexibility has a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.341 and a significance value of 0.000. This result supports H3 and confirms that ASN staff who experience greater flexibility in their work arrangements tend to report higher satisfaction with their career. Hybrid work flexibility may improve career satisfaction because it allows staff to maintain career participation while managing personal responsibilities more effectively. This result suggests that flexible work arrangements can be perceived as a supportive institutional policy that contributes to a more sustainable career experience within government institutions.

Work-Life Balance has a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.372 and a significance value of 0.000. This result supports H4 and confirms that work-life balance is an important predictor of career satisfaction among ASN staff. Staff who are able to balance institutional responsibilities with personal and family life are more likely to evaluate their career progress, career achievement, and future career prospects positively. This finding implies that career satisfaction in government institutions is not determined only by rank, promotion, or formal career structure, but also by whether the career can be sustained without excessive personal sacrifice.

Employee Engagement has a positive but insignificant effect on Career Satisfaction, with a standardized coefficient of 0.089 and a significance value of 0.218. Since the significance value is above 0.05, H5 is rejected. This finding indicates that stronger engagement does not necessarily translate into higher career satisfaction among ASN staff. One possible explanation is that career satisfaction in government institutions is more strongly shaped by formal promotion systems, rank progression, supervisor recognition, career transparency, and perceived institutional fairness. Therefore, even when ASN staff feel engaged in their work, their career satisfaction may remain limited if career advancement is perceived as rigid, slow, or insufficiently responsive to individual contribution.

The interaction between Hybrid Work Flexibility and Proximity Bias has a negative and significant effect on Career Satisfaction, with a standardized coefficient of -0.163 and a significance value of 0.010. This result supports H6 and confirms that Proximity Bias significantly moderates the relationship between Hybrid Work Flexibility and Career Satisfaction. The negative coefficient indicates that the positive effect of Hybrid Work Flexibility on Career Satisfaction becomes weaker when Proximity Bias is higher. This means that ASN staff may benefit from hybrid work flexibility,

but these benefits decline when they perceive that physical office presence still influences supervisor recognition, access to informal information, performance judgment, or career opportunities.

The moderation result provides an important explanation for hybrid work implementation in government institutions. When Proximity Bias is low, hybrid work flexibility is more likely to enhance career satisfaction because staff can benefit from flexible work arrangements without fearing career disadvantages. However, when Proximity Bias is high, the positive relationship between hybrid work flexibility and career satisfaction becomes weaker because ASN staff may believe that being physically present in the office is still more valued than actual performance or contribution. This indicates that the effectiveness of hybrid work flexibility depends not only on the availability of flexible work arrangements, but also on the fairness of recognition, evaluation, and career development systems.

Overall, the regression and moderated regression results support the main logic of the research model. Hybrid Work Flexibility significantly improves Work-Life Balance and Career Satisfaction, while Work-Life Balance significantly strengthens Career Satisfaction. However, Hybrid Work Flexibility does not significantly improve Employee Engagement, and Employee Engagement does not significantly affect Career Satisfaction. The moderating role of Proximity Bias is statistically supported, showing that visibility-based bias can weaken the career-related benefits of flexible work. These findings suggest that hybrid work policies in government institutions should be accompanied by fair performance evaluation, transparent career criteria, equal access to information, and supervisor capability to manage both office-based and hybrid-working ASN staff equitably.

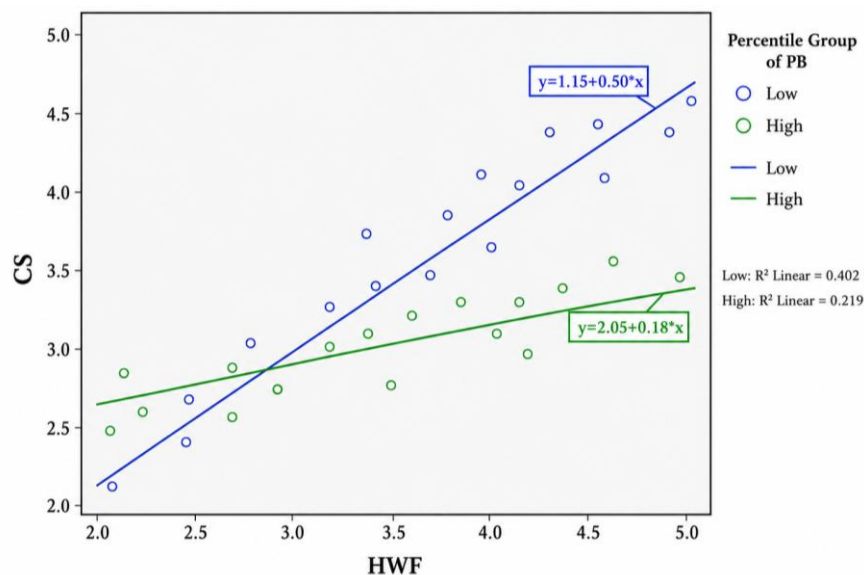


Figure 2. Moderated Regression Analysis of Mindfulness

Source: Researcher, 2026

Figure 2 illustrates the moderating role of Proximity Bias (PB) in the relationship between Hybrid Work Flexibility (HWF) and Career Satisfaction (CS). The figure divides respondents into two groups based on their level of perceived Proximity Bias, namely the low PB group and the high PB group. The horizontal axis represents Hybrid Work Flexibility, while the vertical axis represents Career Satisfaction among ASN staff working in government institutions in Kalimantan.

The regression lines show a positive relationship between Hybrid Work Flexibility and Career Satisfaction for both groups. However, the slope for the low Proximity Bias group is steeper than the slope for the high Proximity Bias group. The regression equation for the low PB group is $y = 1.15 + 0.50x$, while the regression equation for the high PB group is $y = 2.05 + 0.18x$. This indicates that the effect of Hybrid Work Flexibility on Career Satisfaction is stronger when Proximity Bias is low. In contrast, when Proximity Bias is high, the positive effect of Hybrid Work Flexibility on Career Satisfaction becomes weaker.

The R^2 values provide additional support for this interpretation. The low PB group has an R^2 value of 0.402, while the high PB group has a lower R^2 value of 0.219. This means that Hybrid Work Flexibility explains a greater proportion of variance in Career Satisfaction among ASN staff who perceive lower Proximity Bias than among those who perceive

higher Proximity Bias. Therefore, both the slope comparison and the R^2 values indicate that Proximity Bias weakens the positive relationship between Hybrid Work Flexibility and Career Satisfaction.

This result supports H6, which proposes that Proximity Bias moderates the effect of Hybrid Work Flexibility on Career Satisfaction. The negative moderation effect is also consistent with the Moderated Regression Analysis result, where the interaction term between Hybrid Work Flexibility and Proximity Bias has a negative and significant coefficient. This finding indicates that hybrid work flexibility is more beneficial for career satisfaction when ASN staff do not perceive physical office presence as a major factor influencing supervisor recognition, information access, performance evaluation, or career opportunities.

The moderation effect has important implications for government institutions. Hybrid work flexibility may improve career satisfaction by giving ASN staff greater autonomy, reducing unnecessary work-life conflict, and supporting sustainable career participation. However, these benefits can be reduced when Proximity Bias exists. When staff believe that employees who are more physically visible in the office receive greater recognition, informal access, or career advantages, hybrid work flexibility may no longer be perceived as fully beneficial for career development.

Therefore, the implementation of hybrid work flexibility in government institutions should be accompanied by fair performance evaluation, transparent promotion criteria, equal access to information, and supervisor training in managing hybrid teams. Without these safeguards, hybrid work arrangements may unintentionally create career inequality between staff who are physically present in the office and those who use flexible work arrangements more frequently.

4. DISCUSSION

The purpose of this study was to examine how Hybrid Work Flexibility influences Work-Life Balance, Employee Engagement, and Career Satisfaction among ASN staff working in government institutions in Kalimantan. In addition, this study investigated the moderating role of Proximity Bias in the relationship between Hybrid Work Flexibility and Career Satisfaction. The findings show that four proposed hypotheses were supported, while two hypotheses were not supported. Hybrid Work Flexibility had a positive and significant effect on Work-Life Balance and Career Satisfaction. Work-Life Balance also had a positive and significant effect on Career Satisfaction. Proximity Bias significantly weakened the relationship between Hybrid Work Flexibility and Career Satisfaction. However, Hybrid Work Flexibility did not significantly affect Employee Engagement, and Employee Engagement did not significantly affect Career Satisfaction.

The significant effect of Hybrid Work Flexibility on Work-Life Balance indicates that flexible work arrangements play an important role in helping ASN staff manage professional and personal responsibilities. The standardized coefficient of 0.472 and significance value of 0.000 show that Hybrid Work Flexibility has a statistically significant influence on Work-Life Balance, supporting H1. This finding suggests that ASN staff who experience greater flexibility in work location, scheduling, digital coordination, and task completion are more likely to achieve better balance between institutional duties and personal life. In the context of government institutions in Kalimantan, hybrid work flexibility may reduce commuting pressure, provide greater control over daily work routines, and allow staff to manage family, social, and personal responsibilities more effectively.

This result supports the argument that hybrid work flexibility should not be treated merely as a temporary work arrangement, but as an HRM practice that can improve employee well-being and sustainable work participation. In government institutions, ASN staff often deal with administrative deadlines, public-service obligations, hierarchical coordination, and formal accountability requirements. When hybrid work flexibility is supported by clear expectations and adequate digital infrastructure, it can reduce unnecessary work-life conflict and help staff maintain better psychological and practical balance. This finding is consistent with Shirmohammadi, Au, and Beigi (2022), who explain that remote and flexible work arrangements reshape the boundary between work and personal life, creating both opportunities and risks for work-life balance. It is also aligned with Bloom, Han, and Liang (2024), who found that hybrid working improved job satisfaction and reduced quit rates without harming employee performance. Therefore, H1 is supported both statistically and theoretically because hybrid work flexibility functions as a job resource that helps ASN staff manage work and non-work demands more effectively.

The result for H2 shows a different pattern. Hybrid Work Flexibility had a positive but insignificant effect on Employee Engagement, with a standardized coefficient of 0.118 and significance value of 0.147. Since the significance value is above 0.05, H2 is rejected. This finding indicates that hybrid work flexibility does not automatically increase employee engagement among ASN staff in Kalimantan. Although flexibility may provide autonomy, reduce commuting burden, and improve control over work schedules, these advantages may not be sufficient to generate stronger vigor, dedication, and absorption.

This insignificant result is important because it prevents an overly simplistic interpretation of hybrid work. Flexibility is not the same as engagement. ASN staff may appreciate flexible arrangements because they help manage time and personal responsibilities, but this does not necessarily mean that they become more psychologically attached to their work. Employee Engagement is a deeper motivational condition that depends on leadership quality, supervisor support, workload clarity, effective communication, team cohesion, institutional culture, meaningful public-service work, and recognition systems. This result is consistent with the Job Demands–Resources perspective, which suggests that engagement emerges when employees receive sufficient work resources and motivational support, not merely when work location becomes more flexible. The finding also aligns with recent hybrid work discussions showing that flexible work arrangements may create coordination challenges, communication gaps, and uneven team connection when not supported by strong managerial practices. Therefore, H2 is rejected because hybrid work flexibility alone is insufficient to explain engagement among ASN staff.

Hybrid Work Flexibility also had a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.341 and significance value of 0.000, supporting H3. This finding indicates that ASN staff who perceive greater flexibility in their work arrangements tend to evaluate their career more positively. Career Satisfaction in this study reflects staff members' subjective evaluation of career progress, career achievement, professional development, promotion opportunities, and future career prospects within government institutions. The positive result suggests that hybrid work flexibility can strengthen career satisfaction by allowing staff to sustain career participation while managing personal responsibilities more effectively.

This finding is consistent with recent evidence showing that hybrid work can improve employee satisfaction and retention. Bloom et al. (2024) found that hybrid working improved job satisfaction and reduced quit rates, indicating that flexibility can generate positive employee outcomes when it is managed systematically. In the ASN context, this result suggests that flexible work arrangements may be interpreted as a sign of institutional support. ASN staff may perceive hybrid work flexibility as evidence that government institutions recognize their professionalism, trust them to manage responsibilities, and support a more sustainable career experience. This interpretation is consistent with Social Exchange Theory, which argues that employees respond positively when they perceive organizational support. Therefore, H3 is supported because Hybrid Work Flexibility directly strengthens Career Satisfaction among ASN staff in Kalimantan.

Work-Life Balance had a positive and significant effect on Career Satisfaction, with a standardized coefficient of 0.372 and significance value of 0.000, supporting H4. This coefficient is one of the strongest direct relationships in the model, indicating that Work-Life Balance is a key predictor of Career Satisfaction among ASN staff. Staff who are able to balance institutional responsibilities with personal, family, and social life are more likely to evaluate their career progress and future career prospects positively. This result confirms that Career Satisfaction is not determined only by rank, salary, promotion, or formal position, but also by whether employees experience their career as manageable and sustainable.

This finding supports the argument that sustainable careers require compatibility between work demands and non-work life. Even though ASN careers are often associated with employment stability and formal career pathways, stability alone does not guarantee career satisfaction. ASN staff may still feel dissatisfied if their work creates excessive personal sacrifice or continuous work-life conflict. Conversely, when work arrangements allow staff to manage professional and personal domains effectively, they are more likely to perceive their career as sustainable and satisfying. This finding is consistent with Shirmohammadi et al. (2022), who emphasize that remote and flexible work arrangements influence the boundary between work and life. In this study, the significant effect of Work-Life Balance on Career Satisfaction confirms that ASN staff evaluate their careers not only through formal advancement, but also through the quality of balance they can maintain. Therefore, H4 is supported.

Employee Engagement had a positive but insignificant effect on Career Satisfaction, with a standardized coefficient of 0.089 and significance value of 0.218. Since the significance value is above 0.05, H5 is rejected. This finding indicates that stronger engagement does not necessarily translate into higher career satisfaction among ASN staff. At first, this result may appear inconsistent with general HRM literature, where engagement is often associated with positive work outcomes. However, in the context of government institutions, the finding is conceptually reasonable because Employee Engagement and Career Satisfaction are different constructs.

Employee Engagement reflects psychological involvement in current work, while Career Satisfaction reflects evaluation of long-term career progress, promotion opportunities, professional development, and future career prospects. ASN staff may feel energetic, dedicated, and absorbed in their current duties, but still feel dissatisfied with their career if promotion systems are perceived as rigid, slow, unclear, or insufficiently linked to individual contribution. In a structured government career system, engagement does not automatically produce career satisfaction unless staff also perceive fairness, transparency, and opportunity in career advancement. Therefore, the rejection of H5 suggests that

government institutions should not assume that engaged staff are automatically satisfied with their career trajectory. Career satisfaction requires not only engagement-building practices, but also transparent promotion criteria, fair supervisor recognition, competency development, and credible career pathways.

The moderating effect of Proximity Bias was also supported. The interaction between Hybrid Work Flexibility and Proximity Bias had a negative and significant effect on Career Satisfaction, with a standardized coefficient of -0.163 and significance value of 0.010. This result supports H6 and indicates that Proximity Bias weakens the positive relationship between Hybrid Work Flexibility and Career Satisfaction. In other words, hybrid work flexibility contributes more strongly to career satisfaction when ASN staff perceive lower Proximity Bias. When Proximity Bias is high, the career-related benefit of hybrid work flexibility becomes weaker.

This result is highly relevant to hybrid work implementation in government institutions. Proximity Bias refers to the tendency to give greater recognition, trust, information access, and career opportunities to staff who are more physically visible in the office. In the ASN context, this bias may occur when supervisors informally associate physical office presence with commitment, responsiveness, reliability, or promotability. As a result, staff who use hybrid work arrangements may feel that their career prospects are disadvantaged, even if their actual performance remains strong. This weakens the positive psychological effect of Hybrid Work Flexibility on Career Satisfaction. The finding is consistent with Williamson, Jogulu, Lundy, and Taylor (2024), who argue that return-to-office mandates do not automatically eliminate proximity bias because the bias is rooted in how visibility, trust, and recognition are managed in hybrid work systems.

The moderation plot further reinforces this interpretation. The low Proximity Bias group shows a steeper regression slope than the high Proximity Bias group. The regression equation for the low Proximity Bias group is $y = 1.15 + 0.50x$, while the regression equation for the high Proximity Bias group is $y = 2.05 + 0.18x$. This pattern indicates that the marginal effect of Hybrid Work Flexibility on Career Satisfaction is stronger when Proximity Bias is low. The R^2 value for the low Proximity Bias group is 0.402, while the R^2 value for the high Proximity Bias group is 0.219. These values show that Hybrid Work Flexibility explains a greater proportion of variance in Career Satisfaction among ASN staff who perceive lower proximity bias. Therefore, H6 is supported because Proximity Bias operates as a boundary condition that reduces the career-related benefits of hybrid work flexibility.

The characteristics of the respondents provide further support for interpreting the findings. This study involved 155 ASN staff working in government institutions in Kalimantan. The sample included both male and female respondents, different age groups, varied educational backgrounds, different lengths of service, and staff from provincial, regency or municipal, and central vertical government institutions. In addition, most respondents had direct exposure to hybrid work arrangements, with a substantial proportion using hybrid work at least once per week. This respondent profile indicates that the sample was sufficiently familiar with public-sector work systems and flexible work practices, making them appropriate for evaluating Hybrid Work Flexibility, Work-Life Balance, Employee Engagement, Career Satisfaction, and Proximity Bias.

The validity, reliability, multicollinearity, and normality results also support the robustness of the analysis. All indicators had corrected item-total correlation values above the minimum r-table value, confirming the validity of the measurement items. All Cronbach's Alpha values exceeded the reliability threshold of 0.70, indicating that the instruments had acceptable internal consistency. The multicollinearity test showed that all tolerance values were above 0.10 and all VIF values were below 10, confirming that the regression models were free from multicollinearity problems. The normality test also indicated that the residuals in all regression models were normally distributed. These results confirm that the measurement instruments and statistical models were appropriate for hypothesis testing.

The F-test results further clarify the feasibility of the regression models. The model predicting Work-Life Balance from Hybrid Work Flexibility was statistically significant. The model predicting Employee Engagement from Hybrid Work Flexibility was not statistically significant, which is consistent with the rejected H2. The model predicting Career Satisfaction from Hybrid Work Flexibility, Work-Life Balance, and Employee Engagement was statistically significant, although the t-test showed that Employee Engagement did not have a significant individual effect. The moderation model involving Hybrid Work Flexibility, Proximity Bias, and their interaction term was also statistically significant, confirming the statistical relevance of the Moderated Regression Analysis.

From a managerial perspective, the findings suggest that government institutions should treat hybrid work flexibility as a strategic HRM policy rather than merely a work-location arrangement. Hybrid work flexibility can improve Work-Life Balance and Career Satisfaction among ASN staff, but it does not automatically increase Employee Engagement. Therefore, if government institutions want hybrid work to strengthen engagement, they need to combine flexibility with leadership support, clear communication, workload clarity, supervisor feedback, team cohesion, and meaningful public-service goals.

The findings also suggest that career satisfaction in government institutions is strongly influenced by work-life conditions and fairness perceptions. Hybrid work flexibility can support career satisfaction, but its benefit may be reduced when Proximity Bias is present. Therefore, government institutions should ensure that staff who work flexibly are not disadvantaged in terms of recognition, information access, task allocation, performance evaluation, or career opportunity. Supervisors should be trained to evaluate staff based on output, contribution, and service quality rather than physical visibility in the office.

Overall, this study confirms the importance of Hybrid Work Flexibility as an HRM practice in government institutions. The findings demonstrate that Hybrid Work Flexibility significantly improves Work-Life Balance and Career Satisfaction, while Work-Life Balance significantly strengthens Career Satisfaction. However, Hybrid Work Flexibility does not significantly affect Employee Engagement, and Employee Engagement does not significantly affect Career Satisfaction. More importantly, Proximity Bias weakens the relationship between Hybrid Work Flexibility and Career Satisfaction. Therefore, the effectiveness of hybrid work flexibility among ASN staff in Kalimantan depends not only on the availability of flexible work arrangements, but also on whether government institutions can reduce visibility-based bias and create fair career systems for both office-based and hybrid-working staff.

5. CONCLUSION

This research provides valuable insights into how Hybrid Work Flexibility influences Work-Life Balance, Employee Engagement, and Career Satisfaction among ASN staff working in government institutions in Kalimantan. The study also confirms the moderating role of Proximity Bias in the relationship between Hybrid Work Flexibility and Career Satisfaction. Based on the results, four hypotheses were supported and two hypotheses were not supported. Hybrid Work Flexibility had a positive and significant effect on Work-Life Balance and Career Satisfaction. Work-Life Balance had a positive and significant effect on Career Satisfaction. Proximity Bias significantly moderated the relationship between Hybrid Work Flexibility and Career Satisfaction by weakening the positive effect of Hybrid Work Flexibility. However, Hybrid Work Flexibility did not have a significant effect on Employee Engagement, and Employee Engagement did not have a significant effect on Career Satisfaction.

The findings indicate that Hybrid Work Flexibility is an important HRM practice in government institutions, particularly in supporting Work-Life Balance among ASN staff. Flexible work arrangements allow ASN staff to manage work location, scheduling, digital coordination, and task completion more effectively. This flexibility helps reduce work-life conflict and enables staff to balance institutional responsibilities with personal, family, and social life. Therefore, Hybrid Work Flexibility should not be viewed merely as a work-location policy, but as a strategic HRM mechanism that can improve the sustainability of public-sector work.

The study also confirms that Hybrid Work Flexibility directly improves Career Satisfaction. ASN staff who experience greater flexibility tend to evaluate their career progress, professional development, and future career prospects more positively. This finding suggests that flexible work arrangements can create a more supportive career environment in government institutions. For ASN staff, career satisfaction is not shaped only by rank, promotion, and formal employment status, but also by whether the work system allows them to sustain their career without excessive personal sacrifice.

Work-Life Balance was also found to be a significant predictor of Career Satisfaction. This finding indicates that ASN staff who are able to maintain balance between work and personal life are more likely to feel satisfied with their career. In the context of government institutions, this result is important because ASN careers are often long-term and structured by formal administrative systems. Although job stability is important, career satisfaction also depends on whether employees experience their work as manageable, sustainable, and compatible with broader life responsibilities.

However, the study found that Hybrid Work Flexibility did not significantly affect Employee Engagement. This means that flexibility alone is not sufficient to increase vigor, dedication, and absorption among ASN staff. Although hybrid work may provide autonomy and reduce commuting burden, engagement requires broader organizational support, including effective leadership, supervisor feedback, clear workload distribution, team communication, meaningful public-service goals, and institutional recognition. Therefore, government institutions should not assume that providing flexibility will automatically strengthen employee engagement.

Employee Engagement also did not significantly affect Career Satisfaction. This finding indicates that ASN staff may feel engaged in their current duties but still not necessarily feel satisfied with their long-term career trajectory. In government institutions, Career Satisfaction may be more strongly influenced by promotion transparency, rank progression, career fairness, professional development opportunities, and supervisor recognition. Therefore, engagement-building programs should be accompanied by fair and transparent career management systems.

The moderating role of Proximity Bias provides an important contribution to this study. The negative and significant interaction effect shows that Proximity Bias weakens the positive relationship between Hybrid Work Flexibility and Career Satisfaction. This means that the career-related benefits of hybrid work flexibility become weaker when ASN staff perceive that physical office presence still influences recognition, informal information access, supervisor evaluation, or career opportunities. In other words, hybrid work flexibility can improve Career Satisfaction only when government institutions minimize visibility-based bias and evaluate staff based on contribution, performance, and service quality rather than physical presence.

From a managerial perspective, the findings suggest that government institutions in Kalimantan should design hybrid work policies carefully. Hybrid Work Flexibility can improve Work-Life Balance and Career Satisfaction, but its effectiveness depends on fair implementation. Government institutions should establish clear performance indicators, transparent promotion criteria, equal access to information, and fair supervisor evaluation for both office-based and hybrid-working ASN staff. Supervisors should also be trained to manage hybrid teams objectively so that staff who work flexibly are not disadvantaged in recognition, task allocation, or career development.

Overall, this study concludes that Hybrid Work Flexibility is a relevant and valuable HRM practice for ASN staff in government institutions in Kalimantan. The findings demonstrate that Hybrid Work Flexibility significantly improves Work-Life Balance and Career Satisfaction, while Work-Life Balance significantly strengthens Career Satisfaction. However, Hybrid Work Flexibility does not significantly increase Employee Engagement, and Employee Engagement does not significantly improve Career Satisfaction. More importantly, Proximity Bias weakens the positive relationship between Hybrid Work Flexibility and Career Satisfaction. Therefore, the success of hybrid work flexibility in government institutions depends not only on the availability of flexible work arrangements, but also on the fairness of recognition, evaluation, and career development systems.

This study has several limitations. First, the research focused on 155 ASN staff working in government institutions in Kalimantan. Therefore, the findings may not be fully generalizable to ASN staff in other regions of Indonesia or to employees in private-sector organizations. Second, the study used a cross-sectional survey design, which captures respondents' perceptions at one point in time and does not examine how perceptions of hybrid work flexibility, work-life balance, engagement, and career satisfaction may change over time. Third, the study relied on self-reported questionnaire data, which may be influenced by respondents' subjective perceptions and social desirability bias. Fourth, the study examined Proximity Bias only as a moderator in the relationship between Hybrid Work Flexibility and Career Satisfaction, while other possible boundary conditions were not included.

Future research should examine hybrid work flexibility among ASN staff in different regions of Indonesia to compare whether the same relationships occur in different administrative, cultural, and infrastructural contexts. Future studies may also use longitudinal designs to examine how hybrid work flexibility affects career satisfaction and employee engagement over time. In addition, future research could incorporate other variables such as digital leadership, supervisor support, organizational trust, perceived fairness, workload clarity, digital readiness, and public service motivation. Comparative studies between central government institutions, provincial government institutions, and regency or municipal government institutions would also provide deeper insight into how hybrid work flexibility operates across different levels of public administration. Finally, qualitative or mixed-method studies are recommended to explore more deeply how ASN staff experience Proximity Bias and how government institutions can create fairer hybrid work systems.

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