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Gambaran Multidimensional Well-Being pada Pekerja Remote: Studi Kualitatif Komparasi pada Pekerja Full-Remote dan Hybrid

Multidimensional Well-Being of Remote Workers: A Qualitative Comparison Between Full-Remote and Hybrid Workers

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Abstrak

Penerapan sistem kerja full-remote dan hybrid working terus meningkat dan dipertahankan saat ini. Di samping kemudahan yang diberikan, remote working memengaruhi kondisi psikologis pekerja. Pekerja di bidang Human Resources (HR) yang melaksanakan remote working perlu dipastikan kondisi psikologisnya karena sebagai model bagi karyawan di perusahaan. Penelitian ini bertujuan untuk mendapatkan gambaran well-being secara komprehensif pada pekerja HR yang melakukan sistem full-remote dan hybrid. Metode penelitian kualitatif digunakan dengan analisis data thematic comparison. Data dikumpulkan melalui wawancara semi terstruktur. Karakteristik responden pada penelitian ini yaitu: 1) Karyawan HR; 2) Bekerja minimal 6 bulan; 3) Melaksanakan sistem remote working (full remote atau hybrid working). Responden penelitian terdiri dari empat orang yaitu dua orang full-remote workers dan dua orang hybrid workers. Penelitian ini menunjukkan bahwa secara keseluruhan sistem remote working dapat memudahkan proses kerja karyawan karena fleksibilitasnya. Di sisi lain, ditemukan perbedaan di antara kedua jenis remote working, yaitu sistem kerja full-remote lebih memberikan karyawan keleluasaan dalam mengatur pekerjaan, namun pekerja cenderung merasakan isolasi sosial. Sedangkan, sistem kerja hybrid lebih memfasilitasi pekerja dalam memenuhi kebutuhan sosial, namun cenderung mengalami keluhan secara fisik. Hasil penelitian ini dapat menjadi usulan praktis pada tingkat individu, manajerial, dan organisasi dalam memberikan panduan khusus melakukan remote working.

Kata kunci : Remote working; Hybrid working; Kondisi Kesejahteraan; Pekerja Remote

Abstract

The implementation of full-remote and hybrid working systems continues to improve and be maintained now. In addition to the convenience, remote working affects the psychological condition of workers. Human Resource (HR) workers who perform remote working need to ensure their psychological condition because they become role models for employees in the company. This study aims to get a comprehensive overview of the well-being of HR workers who implement full-remote and hybrid systems. Qualitative research methods are used with thematic comparison analysis. Data was collected through semi-structured interviews. The characteristics of the respondents in this study are 1) HR employees; 2) Work for a minimum of 6 months; 3) Implement a remote working system (full remote or hybrid working). The research respondents consisted of four people, which are two full-remote workers and two hybrid workers. This study shows that overall remote working can simplify the work processes of employees because its flexibility. On the other hand, the differences were found between the two types of remote working, specifically full-remote work system gives employees more flexibility in managing their work, but workers tend to feel social isolation. Meanwhile, the hybrid work system makes it easier for workers to meet social needs, but workers tend to increase physical complaints. The results of this study can become practical suggestions at the individual, managerial and organizational levels in providing specific guidelines for remote working.

Keywords: Remote Working; Hybrid Working, Well-Being, Remote Workers

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PENDAHULUAN

Digitalization that continues to grow affects the implementation of more advanced work systems. One form of digitalization in the industrial field is the application of remote working which is a work system that employees can do anywhere and anytime using information and communication technology (Grant et al., 2019). The application of this remote working system has increased after the Covid-19 pandemic (Prasad et al., 2020). Even though the Covid-19 pandemic is over, the implementation of this work system is still in great demand and applied. Based on the Remote Workforce Report survey in November 2022, 53% of companies in Europe and America are implementing recruitment and remote working systems. Data in Indonesia also shows that as many as 68.63% of the workforce is doing remote working (Sakapurnama, 2022). The application of remote working brings benefits to companies, namely improving the quality of superior workers without geographical limitations (Remote, 2023). Companies can also increase the amount of retention as well as cost savings related to physical workplace costs. In terms of workers, remote working provides employees with flexibility to organize their own work so that they can increase greater work productivity (Saura et al., 2022). The high productivity of these employees will help the company to achieve the set targets.

Remote working systems can be done either fully remote or hybrid. Full-remote working is that employees are free to be able to work anywhere and are not required to work in the office, while hybrid working is a work system that combines part of the time working at home and part of the time in the office in one week (Bloom, 2022). After the Covid-19 pandemic is over, many companies are doing remote working with a hybrid system, for example 2 or 3 days working from home and 2 days working in the office (Choudury, 2022). When compared to hybrid systems, full-remote workers in America and Europe tend to show higher satisfaction because they minimize pressure during commuting to the office (Sakapurnama, 2022). However, contradictory results were obtained through the Workspace survey (2022) that 68% of workers in Indonesia prefer a hybrid working system, because of the opportunity to interact directly with colleagues. However, currently there are many companies in Indonesia that remain consistent in implementing full-remote systems, such as *Flip*, *Happy Fresh*, *Sayur Box*, and so on.

In line with the results of research by Bloom et al., (2022) on engineering workers in Shanghai shows that hybrid working is rated better by employees because working from home can increase focus and working time in the office can facilitate exchanges with colleagues. In the end, this hybrid working system can reduce employee resignation rates by 33% (Bloom et al., 2022). Other results found that non-managerial employees prefer hybrid working over non-managerial employees. Non-managerial employees feel that working at home can increase productivity. Conversely, managerial employees do not like to work from home feel less productive because they feel less optimal in managing employees remotely. In other words, managerial employees in this study prefer to work full-time in the office.

In addition to the benefits obtained, Saura et al., (2022) suggest that remote workers are vulnerable to stressful conditions. This is due to the demand to use advanced and new technologies or platforms, facing rapid change, and the inhibition of the need to deal interpersonally between colleagues directly. Based on the results of research by Charalampous et al., (2022) shows that remote working workers tend to experience loneliness because they are far from the office environment, namely the lack of support from colleagues. Other results also found that remote working tends to blur the boundaries between work and personal life which can often reduce work-life balanced. The welfare condition of remote workers needs to be a focus to be able to improve the quality of work produced. Workers with poor welfare conditions can reduce productivity, reduce absenteeism, and contribute less to the organization. If their needs are not met, remote workers are vulnerable to showing "quiet quitting" or resignation intentions by disappearing or deliberately reducing work performance to be able to leave the company (Boy et al., 2023).

Based on this, one of the focuses that needs to be considered on remote workers is workplace well-being, namely workers' feelings obtained from overall feelings for their work (core affect) and satisfaction with the intrinsic and extrinsic values of work (Page, 2005). One important factor that affects the condition of well-being is the arrangement of the work system, in this case the remote working system. In the implementation of remote working, the Human Resource (HR) division as a representative of the company is responsible for a series of HR management both to improve the well-being conditions of workers and achieve organizational success (Chen, 2021). The HR division plays an important role within the company to address diversity, fairness, long-term employee development, and increase awareness of corporate social responsibility (Jang & Ardichvili, 2020). Before trying to design and overcome the company's resource problems to develop and optimize in working remotely, the HR division needs to pay attention to their condition to display optimal performance (Park et al., 2021).

The interesting thing is that in a remote working setting, according to a 2022 SHRM survey that HR workers with remote systems in seven countries experience burnout because they face many tasks, projects, and responsibilities in carrying out work with online systems. Based on Peter Berry Consultant (2023) in the article "HR Burnout: The Organization is Fine but Are You?" shows that HR workers are vulnerable to burnout when facing instability and rapid changes in remote working systems. Even before massive remote working was carried out, it was found that 266 HR workers in Malaysia showed an average burn-out score of 49.97 in providing services to users (Santos et al., 2015). Moreover, if in a remote working system, HR workers face challenges to increase employee engagement, build and maintain organizational culture, and ensure worker well-being conditions (Park et al., 2021; Haque, 2023). It is a challenge for HR to implement shared values, build a cohesive team, and increase employee engagement with work and organizations with minimal direct interaction.

So far, research on the welfare condition of remote workers comprehensively is still quite limited, especially in Indonesia. This is in line with Saura et al., (2022), that further

exploration of the psychological condition of remote workers is needed. There is a previous study, Charalampous et al., (2022) has conducted research related to well-being conditions in remote-working employees, but with different fields of work and has not distinguished the analysis specifically between hybrid and full-remote working workers. Though the characteristics of hybrid and full-remote working have different consequences (Wontorczyk, A., & Roźnowski, B, 2022). Based on this, this study aims to describe the condition of well-being using the theory of Van Horn et al., (2004) in HR staff in Indonesia. Novelty in this study is that it can reveal the condition of well-being comprehensively in HR staff who apply different remote working systems (full-remote and hybrid working) using thematic comparison. The results of the study can reveal effective HR work arrangements carried out remotely and can be used as a reference for companies that carry out remote working practices.

RESEARCH METHODS

This research uses qualitative methods with an interpretive phenomenological study approach, which aims to interpret participant experiences (lived experiences) on certain concepts or phenomena (Cresswell, 2016). This approach aims to describe what HR workers think and feel about well-being conditions in the context of remote working. This research can also reveal similarities and differences in well-being conditions in full-remote workers and hybrid workers. The concept of the theory used is Multidimensional Well-being from Van Horn et al., (2004) which consists of affective well-being, social well-being, cognitive well-being, professional well-being, and psychosomatic well-being. Data collection techniques are carried out through semi-structured interviews via online. At first, participants were asked the general question, "what is the experience of working remotely?". Then, another question followed to uncover other aspects of well-being. A table of operational definitions and draft interview questions is attached.

The participants of this study consisted of four HR employees who implemented a purposively selected remote working system. The characteristics of participants in this study are: 1) Employees of the HR division; 2) Work at least 6 months; 3) Implement a remote working system (full remote or hybrid working). Participants with full-remote are HR employees who are given the freedom to work anywhere and there is no mandatory provision to work at the office location. Participants with hybrid working carry out work with the provision of 3 days in the office and 2 days outside the office. The following is the demographic data of the participants.

Table 1. Participant Demographic Data

Information	Participant 1 (P1)	Participant 2 (P2)	Participant 3 (P3)	Participant 4 (P4)
Age	27	26 years old	24 years old	23 years old
Work Position	Organizational Design Jr. Supervisor	People Operations Sr. Officer	Recruiter Staff	Employer Branding Staff
Current Work System	Full-remote working	Full-remote working	Hybrid working	Hybrid working
Length of Work	1 year 6 Months	2 years 10 months	1 year	1 year 2 months
Work Experience	Have experienced full-offline work	No previous experience	Have experienced full-remote work	Have experienced full-remote work
Marital status	Married	Unmarried	Unmarried	Unmarried

Data analysis was carried out using thematic analysis or thematic comparison, which is used to analyze the similarities and differences in different groups of participants (Lindsay, 2019). Data analysis was carried out by compiling themes based on theoretical concepts, then systematically comparing similarities and differences in answer images between groups of participants (Schraeder, Reid, & Brown, 2018; Sublette et al., 2017). The following are the stages of thematic analysis (Braun & Clarke, 2006), 1) Familiarizing with data, namely recording and reading narrative interview data; 2) Coding, on the creation of labels for the main semantic and conceptual content of individual narratives; 3) Search for themes, where code is grouped together to provide meaningful data patterns; 4) Reviewing the themes, where themes are examined to ensure that the themes fully capture and tell a convincing story about the data; 5) Define themes, identify defined themes; 6) Write up, write down the results of the discussion.

RESULTS AND DISCUSSION

The grouping of themes is adjusted to the framework of the theory of Multidimensional Well-being from Van Horn et al., (2004), then obtained other themes obtained from the results of this study that have not been accommodated in the theory. Based on the results of the research conducted, seven themes were obtained, namely, 1) Affective well-being; 2) Social well-being; 3) Cognitive well-being; 4) Professional well-being; 5) Psychosomatic well-being; 6) Factors supporting the success of remote working; and 7) Effective types of HR jobs implemented in full online and hybrid manners. Table 2. is an illustration to make it easier to explain the condition of well-being in employees with full-remote and hybrid systems.

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Table 2. Research Results

Theme	Full-Remote Workers	Hybrid Workers
1) Theme 1: Affective well-being		
1.1 Emotion felt	<ul style="list-style-type: none"> • Feel lucky to be able to balance domestic duties and work duties • Feel calmer and more comfortable because it can reduce commuting time to work 	Social support boosts morale
1.2 Emotional exhaustion	<ul style="list-style-type: none"> • Long working hours cause physical and psychological fatigue. • Feeling bored with work routines because they don't meet with colleagues 	Feeling depressed and drained of energy due to the long distance of the office.
2) Theme 2: Social Well-being		
2.1 The importance of the existence of colleagues	Loneliness because you feel like you're struggling alone with no real coworkers.	The sense of belonging encourages achieving teamwork targets. The presence of others makes it easy for discussion to resolve work obstacles.
3) Theme 3: Cognitive Well-being		
3.1 Surrounding conditions affect focus at work	<ul style="list-style-type: none"> • The lack of distraction from colleagues increases concentration so that they are more productive at work • Online meetings can be more focused or directly on the target 	<ul style="list-style-type: none"> • During working hours, colleagues tend to focus on their respective jobs so that work focus is maintained. • A definite working hour of 9 to 5 encourages participants to work more focused.
4) Theme 4: Professional Well-being		
4.1 Conveying opinions	Feel freer to express your opinion to colleagues. In addition, with a full online work system, there is often miscommunication.	Meeting in person can clarify the problem at hand. Employees are more encouraged to express their opinions.
4.2 Supporting career development	With high enough time flexibility, it supports to be able to achieve career goals without leaving homework. Then, increase the chances of exploring the intended career insights.	Establishing social relationships with colleagues can increase broader insight and open job opportunities.
4.3 Required competencies	Effective Communication, Time management, service oriented, attention to detail	Effective Communication, Time management
5) Theme 5: Psychosomatic Well-being		
5.1 Psychical impact of remote working system	Often feeling unwell and tired eyes because looking laptop for a long time	Often feeling unwell and tired eyes because looking laptop for a long time. Besides that, the office distance is far away and make tired
6) Theme 6: Factors supporting remote-working		
6.1 Adequate facilities	Adequate work devices (laptop, headset, mouse, etc.). Working space subsidies. Health insurance, including physiotherapy. Supervisor support	Adequate work devices (laptop, headset, mouse, etc.). Strategic office distance is the main need in running hybrid working. Transport allowance.
7) Theme 7: Types of HR work that are effectively done online/offline		
7.1 The corresponding work is done online and offline	Jobs that can be done online: 1. ODPM jobs are making job descriptions, job competencies, job families (job analysis design).	Jobs that can be done online: Recruitment Work that can be done offline: 1. Discussion related to manpower needs with users. 2. Conduct strategic meetings (weekly and monthly). 3. Set up to plan branding content.

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2. Processing data, payroll, and employment, benefits (administration).
 3. Personal development practices (counseling, promotional assisting).
 4. Interview prospective candidates.

Jobs that can be done offline: Provision of SP to employees, payroll.

Source: Research Results

Overall, all participants gave positive responses to the remote working system. First, from the condition of affective well-being, most remote workers tend to feel positive feelings such as feeling lucky, excited, and calmer from a flexible remote work system. On the other hand, there were differences in factors that evoked positive feelings between HR workers with full-remote and hybrid working systems. In full-remote workers, job flexibility is the main factor that leads to job satisfaction. With the flexibility offered to work from home full-time by not going to the office, workers are more able to save energy and feel more focused when working. A long trip to the office can increase stress levels which have an impact on decreasing work productivity. This time flexibility can also facilitate workers to balance home and office life when supported by work discipline (Charalampous et al., 2022). Workers need self-discipline when working, which can apply boundaries and not easily distracted by home tasks or other personal matters. This is because working remotely is very vulnerable to being easily distracted by conditions in the surrounding environment. If workers have a good remote work strategy, they tend to cope more easily with the pressure of day-to-day work demands.

Although the remote working system provides convenience in working, all participants of full-remote workers feel bored facing work routines. Full-remote workers tend to feel lonely because they spend more time alone without seeing colleagues. In line with Vander et al., (2017) that individuals who lack social support from colleagues tend to experience higher emotional fatigue because they cannot tell the problems experienced and get support from colleagues. Meanwhile, for hybrid workers, the existence of a Work From Office (WFO) schedule makes it easier to build engagement with the work team. This attachment is established because workers have many opportunities to be able to communicate informally outside of work. According to hybrid workers, this attachment between colleagues that is built raises a sense of belonging. With a sense of belonging to the work team, participants feel more motivated to pursue personal work targets and team targets. Meeting with the work team can also help to discuss when facing a problem. This is in line with Haslam et al., (2008), that attachment to each other with colleagues will foster existential security which becomes a resource for workers to increase confidence in vulnerable situations. This shows that the condition of social well-being in full-remote and hybrid workers experiences differences in meeting the needs of social relationships with colleagues.

Furthermore, working away from the office and colleagues also affects focus at work in this case, namely the condition of cognitive well-being. All full-remote participants found it easier to mobilize their minds because of minimal distractions from colleagues. This good

enough concentration can mobilize remote workers to achieve higher work productivity. This is in line with Boell et al., (2016) that the benefit of working away from the office is that workers can build their own surrounding environment to be able to create conducive conditions and minimal interruptions. Furthermore, with minimal distractions, the implementation of meetings or work discussions can be carried out according to schedule. On the other hand, there are different views according to hybrid workers that the work from office schedule (WFO with fixed working hours of 9 to 5 can encourage workers to be able to increase focus on work to be completed on time, and the presence of colleagues increases self-motivation to focus on work.

The context of work also affects how the need for concentration at work. Administrative work such as report generation seems more appropriate to be done online, as it tends to require higher concentration (Boell et al., 2016). On the other hand, more interactive work such as discussions and other collaborative tasks tend to be more appropriate to be done face-to-face. In line with Aksoy et al., (2022) that work from home is more suitable when workers do work such as coding or writing that requires a calm and quiet situation. Meanwhile, work that requires cooperation is better done directly or work from office (Aksoy et al., 2022). Thus, HR tasks can still be done using a remote working system but can be adjusted based on the context of the task.

The picture of professional well-being conditions in remote workers can be illustrated through the work system supports career development, the process of expressing opinions when working, and job support skills. First, the remote working system, both full-remote and hybrid workers, can still support employees to develop careers, this depends on the activity of individuals in looking for opportunities (Gajendran et al., 2014). For full-remote system employees, they have more time independently to explore their intended career insights. In addition, time flexibility can facilitate individuals to balance between activities that become passions and carrying out roles at home. As for the different opinions of hybrid employees, meeting with colleagues and superiors can be a beneficial capital for career development, because it can expand relationships, and by actively sharing with colleagues and seniors can increase broader career insights.

Second, remote working systems can still facilitate the delivery of opinions when working. With an online system, employees can express opinions without being known by many people, however, expressing opinions through online systems often experience miscommunication. This can be because online communication can reduce signals of expressing opinions in general. This limitation is also an obstacle for recruiters in carrying out online recruitment, namely not being able to make comprehensive observations of prospective candidates' behavior, which observation process is important in predicting future behavior (Wolniak, 2018). As for hybrid workers, face-to-face workers are more encouraged to be able to express opinions and improve effective communication skills in public.

Third, skills that are considered important in running remote working are effective communication skills, time management, service oriented, and attention to detail. Effective communication skills are needed by workers to be able to convey information clearly and precisely both online and offline (Richardson & Mckenna, 2014; Charalampous et al., 2022).

Effective communication is needed so that there is no miscommunication in the presentation of information with colleagues and superiors, especially full-remote working systems that tend to be limited in capturing expressions with interlocutors. Then, time management is needed by remote workers to be able to divide work and rest time. This needs to be done to be more productive and stay in top condition. Working long hours tends to cause physical and psychological fatigue (Charalampous et al., 2022). Furthermore, service oriented needs to be owned by HR workers, even though they are not face-to-face with other employees, HR workers need to be alert and alert in meeting employee needs. Finally, attention to detail is very important for HR in working to minimize errors in work. Workers need to maintain their concentration even when working is not supervised by a full supervisor.

Although the remote working system provides convenience to workers, this work system also affects the physical condition of workers or called psychosomatic well-being. Long working time in front of the laptop resulted in participants experiencing physical impacts such as muscle stiffness, eye fatigue, and less fit body condition. This shows that self-discipline and support are needed by the organization to implement a healthy lifestyle while working (Charalampous et al., 2022). Companies need to provide ergonomic work facilities for both full-remote and hybrid workers to facilitate equality while working. For example, one of the full-remote participants was satisfied with the facilities provided by the company, namely receiving subsidy funds for desks and chairs to work. In addition, full-remote workers are given subsidies to work from cafes. Not only for full-remote workers, but hybrid workers are satisfied with the office facilities available. Besides the workplace comfortable, one of the hybrid workers is given a place to rest in the office. Although hybrid workers have been given adequate work facilities, they often feel that their body condition is less fit because the office location is less strategic. They need to travel a considerable distance from the office and difficult to reach by transportation. If this continues, it will endanger individual health (Bannai & Tamakoshi, 2014).

The factors that can support the overall success of remote working include sophisticated work devices with adequate specifications and health insurance. This study also found important differences in needs between full-remote and hybrid employees. Full-remote employees need more subsidized working space, work support facilities such as adequate tables and chairs, and support from supervisors. Although working far from the office, comfortable working environment conditions still need to be a concern. Then, as discussed earlier that full-remote workers tend to feel lonely because they do not meet colleagues in person, so support from supervisors is positively needed because it can affect individual job satisfaction, reduce psychological tension, and social isolation (Bentley et al., 2016).

Meanwhile, according to hybrid workers, important factors to consider are strategic office locations and transportation subsidies from companies. Hybrid workers hopes that the office location can be easily reached by public transportation and near the main road. A far walking to office can increase worker fatigue. Besides that, hybrid workers hope to get subsidies or transportation costs.

CONCLUSION

This study can reveal a picture of well-being based on the essence of the experience of Human Resources (HR) worker participants with remote working in this study, with seven main themes as follows: 1) Affective well-being; 2) Social Well-being; 3) Cognitive Well-being; 4) Professional well-being; 5) Psychosomatic well-being; 6) Factors supporting the success of remote working; and 7) The type of HR work that is suitable to be done online/offline. Based on the results of the study, it can be concluded that the similarities and differences in well-being conditions of full-remote workers and hybrid workers can be concluded. First, the similarity between these two remote systems is that they facilitate workers to work from home (WFH) so that workers can flexibly manage their work. This opportunity to work WFH full-remote workers and hybrid workers feel positive feelings such as comfort, luck, and enthusiasm. Then, the flexibility of these two systems can support the career development of workers, but in different ways. In full-remote workers, the available free time can be used by workers to explore their career interests. Meanwhile, in hybrid workers, meeting directly with seniors or colleagues can expand relationships that ultimately can have the opportunity to develop careers.

Furthermore, there are differences between these two systems, although both provide flexibility in working, this flexibility is felt differently by workers of these two working systems. For full-remote workers, the flexibility provided gives workers more freedom to manage their work and balance between home and office tasks. Then, working away from the crowd makes you more focused to increase work productivity. On the other hand, full-remote workers tend to experience burnout due to a lack of real social support from colleagues. Meanwhile, for hybrid workers, the flexibility provided allows workers to save more energy and focus when the WFH schedule, and still get direct social support when the WFO schedule. On the other hand, the challenge of hybrid workers is that they tend to experience physical symptoms because they travel during WFO, especially if the distance is quite far. In terms of job characteristics, online work systems are more suitable for jobs that require concentration such as reporting, job analysis, and employee data processing. Meanwhile, the offline work system is more suitable for interactive work, such as strategic meetings, more suitable for personal execution. Based on this explanation, in establishing a remote working system needs to be adjusted to the context of work so that workers feel well-being well.

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