

The Role of Job Security in Moderating the Effect of Hybrid Work and Work Stress on Employee Job Satisfaction

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ABSTRACT

This study aims to analyze the influence of hybrid work and work stress on job satisfaction and examine the role of job security as a moderating variable among employees of the Human Resources Department of Bank Indonesia. The study used a quantitative approach with an explanatory design. The research sample consisted of 154 respondents selected using a cluster random sampling technique. Primary data were collected through questionnaires using a five-point Likert scale and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method using SmartPLS 3.2.9. The results showed that hybrid work had a positive effect on job satisfaction, while work stress had a negative effect on job satisfaction. In addition, job security was proven to moderate the effect of hybrid work on job satisfaction by strengthening the positive relationship and moderating the effect of work stress on job satisfaction by weakening the negative impact of work stress. These findings indicate that the implementation of a hybrid work system supported by a high level of job security can increase employee job satisfaction, while effective work stress management contributes to maintaining job satisfaction. Therefore, organizations need to optimize the implementation of hybrid work, manage work stress effectively, and strengthen the perception of job security to improve employee job satisfaction.



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INTRODUCTION

The increasingly dynamic business environment, the development of digital technology, and the increasing demand for work flexibility have encouraged organizations to adopt more adaptive work models. This transformation has accelerated since the rise in work digitization and the experience of global organizations in implementing remote work, which has shown that flexible work models can increase efficiency while maintaining productivity under certain conditions (Gajendran & Harrison, 2007; Bloom et al., 2015). One model widely implemented today is the hybrid work system, which is a combination of working from the office (WFH) and working flexibly from other locations (remote work). Global studies show that the trend of working from home and hybrid work has increased significantly after the pandemic, and many organizations have maintained this model because it is considered capable of improving work-life balance and operational efficiency (Barrero, Bloom, & Davis, 2021). However, the effectiveness of this flexible work system is highly dependent on organizational design, job characteristics, and available technology and management support (Allen et al., 2015; Oakman et al., 2020).

In Indonesia, the adoption of flexible work systems is also growing in line with the acceleration of digital transformation and changes in workforce preferences. Work flexibility is a key factor influencing an organization's attractiveness to the modern workforce. However, the implementation of hybrid work also presents new challenges, such as coordination complexity, potential social isolation, and changes in performance monitoring patterns that can impact employee psychological well-being (Contreras et al., 2020).

These changes in work patterns have made job satisfaction a crucial issue in human resource management. Job satisfaction is an individual's emotional evaluation of their work, reflecting the

degree of congruence between expectations and actual working conditions (Locke, 1976). High levels of job satisfaction have been shown to be positively associated with increased organizational commitment, performance, and decreased turnover intention (Judge, Thoresen, Bono, & Patton, 2001). Conversely, low job satisfaction can lead to decreased productivity and increased desire to leave the organization.

The phenomenon of job satisfaction is also closely related to an employee's psychological state. Job stress is a major factor influencing this condition. According to Lazarus & Folkman (1984), job stress occurs when an individual perceives job demands as exceeding their coping abilities. In organizations, job stress can arise from excessive workload, time pressure, role conflict, and unclear tasks (Robbins & Judge, 2017).

Various studies have shown that work stress has a negative relationship with job satisfaction. Employees experiencing high levels of stress tend to show decreased motivation, work engagement, and job satisfaction (Sonnentag & Frese, 2012). However, several studies have also shown inconsistent results, where the effect of work stress on job satisfaction is not always significant, depending on the organization and individual characteristics (Beehr & Glazer, 2005). Furthermore, hybrid work systems can also affect job satisfaction. Research shows that work flexibility provided through telecommuting or hybrid work can increase job autonomy, work-life balance, and job satisfaction (Gajendran & Harrison, 2007; Bloom et al., 2015). However, its effectiveness is highly dependent on organizational support, clear communication, and the individual's ability to manage work independently (Allen et al., 2015).

Besides hybrid work and work stress, another factor that has the potential to influence job satisfaction is job security. Job security refers to an individual's perception of the continuity and stability of their future employment (De Witte, 2005). High perceptions of job security tend to increase employees' sense of security, psychological well-being, and job satisfaction (Sverke et al., 2002). Conversely, job insecurity can trigger anxiety, stress, and decrease job satisfaction (Hellgren et al., 1999). In modern organizations full of uncertainty, job security is an important variable that can influence how employees respond to changes in work systems and work pressures. Employees with high levels of job security tend to be better able to adapt to changes such as the implementation of hybrid work and are more resilient to the negative impacts of work stress. Thus, job security is suspected not only to have a direct effect on job satisfaction but also to act as a moderating variable.

Previous research has shown inconsistent results regarding the relationship between job security and job satisfaction. Some studies show a significant positive effect (Sverke et al., 2002), while others suggest that the effect can vary depending on the job and organizational characteristics (Cheng & Chan, 2008). This inconsistency indicates a research gap that requires further study, particularly in public sector organizations in developing countries. In Bank Indonesia, the issue of job security is relevant given the differences in employment status (PKWT and PKWTT) that can influence employees' perceptions of job security. This difference has the potential to cause variations in job satisfaction levels among employees. Furthermore, the demands of adapting to digitalization and the implementation of hybrid work make variables such as work stress and job security increasingly important to study simultaneously. Based on this phenomenon and the continued inconsistency in previous research results, this study was conducted with the title: "The Role of Job Security in Moderating the Effect of Hybrid Work and Work Stress on Employee Job Satisfaction (A Study of Employees of the Human Resources Department of Bank Indonesia)".

LITERATURE REVIEW

The Impact of Hybrid Work on Job Statistics

Hybrid Work refers to a work model that combines in-office and remote work, where employees can perform their duties from different locations using telecommunications technology. This work model is increasingly popular because it allows employees to achieve a better balance between personal and professional life. According to Arvienu (2024), many employees choose a hybrid work system because they can maintain interaction with coworkers, which contributes to increased job satisfaction. Za'ra et al. (2023) explain that the flexibility offered by Hybrid Work can positively influence employee motivation. By allowing employees to choose the work environment that best suits them, companies can increase productivity and create a more enjoyable work environment. Research shows that employees who have the freedom to choose their workplace tend to feel more

engaged and satisfied with their work. The results of this study are consistent with previous research conducted by Mungkasa (2020), which stated that there is a positive influence between the Hybrid Work system and employee job satisfaction. Based on this statement, the following hypothesis is formulated. Based on this, the following hypothesis is formulated:

H1: Hybrid Work has an effect on Job Satisfaction

The Influence of Work Stress on Job Statistics

According to Mangkunegara (2020), job stress is a feeling of pressure experienced by employees when facing work. This job stress is manifested by, among other things, emotional instability, feelings of restlessness, a tendency to be alone, difficulty sleeping, excessive smoking, an inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders. Prolonged stress can negatively impact employees' mental and physical health, which in turn affects their level of job satisfaction. According to Dodi et al. (2021), employees who experience high levels of job stress tend to feel less satisfied with their jobs. Stress can reduce employee motivation, engagement, and commitment to the organization, leading to decreased productivity. Employees who feel stressed often experience emotional exhaustion, which can reduce their sense of accomplishment and satisfaction with their work results. Yu et al. (2021) revealed that job stress is a detrimental negative factor that causes physical and mental damage to employees and directly affects company performance. In normal work settings, job stress can affect job satisfaction. Research by Sanjaya (2021) found that job stress has a negative and significant effect on job satisfaction. Similar results were demonstrated by Bhastary (2020), who found that work stress had a negative and significant effect on job satisfaction. Based on this statement, the following hypothesis is formulated:

H2: Work stress has an effect on job satisfaction.

The Effect of Hybrid Work on Job Satisfaction Moderated by Job Security

Hybrid work is a work model that provides employees with the flexibility to work in a combination of in-office and remote locations, using digital technology. However, the impact of hybrid work on job satisfaction is not always uniform, as it is heavily influenced by an individual's psychological state and perception of job security. Job security, in this case, plays a crucial role as a psychological state that reflects an employee's sense of security regarding the future sustainability of their employment (De Witte, 2005). Employees with high levels of job security tend to feel more at ease in a flexible work system because they are less burdened by concerns about job loss or career uncertainty. Conversely, employees with low levels of job security tend to experience higher levels of anxiety and uncertainty, so the flexibility of hybrid work does not always have a positive impact. In fact, in some circumstances, this flexibility can increase psychological stress due to concerns about performance evaluation and job continuity (Sverke et al., 2002). Thus, job security is thought to strengthen the positive influence of hybrid work on job satisfaction, as a sense of job security allows employees to respond more positively to work flexibility. Based on this, the following hypothesis is formulated:

H3: Job Security can moderate the influence of Hybrid Work on Job Satisfaction

The Effect of Work Stress on Job Satisfaction Moderated by Job Security

Work stress is a condition of psychological tension that arises from an imbalance between job demands and an individual's ability to cope (Mangkunegara, 2020). Various studies have shown that work stress is negatively correlated with job satisfaction because individuals experiencing excessive pressure tend to have negative perceptions of their jobs (Sonnentag & Frese, 2012). However, the negative impact of work stress on job satisfaction does not always occur at the same level in every individual. One factor that can influence the strength or weakness of this impact is job security. Job security reflects employees' perceptions of the stability and sustainability of their jobs within the organization (De Witte, 2005). Employees with high levels of job security tend to have better psychological well-being, allowing them to cope with work pressure more adaptively. In conditions of high job security, work stress experienced by employees tends to have less of an impact on job satisfaction due to a sense of security regarding job continuity, and vice versa. This can strengthen the negative impact of work stress on job satisfaction (Sverke et al., 2002; Hellgren et al., 1999). Based on this, the following hypothesis is formulated:

H4: Job Security can moderate the influence of Work Stress on Job Satisfaction

RESEARCH METHODS

This study uses a quantitative approach with an explanatory or causal design. In quantitative/positivistic research, which is based on the assumption that a symptom can be classified, and the relationship between symptoms is causal (cause and effect), this study can conduct research by focusing on only a few variables. The population in this study is all employees of the Human Resources Department of Bank Indonesia. The sampling method in this study uses a probability sampling approach, with a cluster random sampling technique. Data collection was carried out by distributing questionnaires directly to selected respondents in each predetermined job cluster. Based on the calculation of the number of samples using the Slovin formula, the number of samples used in this study was obtained, a minimum sample of 154 respondents. This study uses primary data as a source of data collection. Primary data was obtained directly from employee sources in the Human Resources Department of Bank Indonesia, by giving questionnaires to respondents. This questionnaire is closed in nature where the answers are already available with alternative answers using a Likert scale of 1 to 5. This study uses a Structural Equation Model (SEM) approach with a measurement model using the Smart PLS program version 3.2.9 to measure the intensity of each research variable and a structural model to analyze the data and research hypotheses.

RESULTS AND DISCUSSION

In this study, the researcher used a measurement method using the SEM-PLS data analysis tool, in which there are two stages of measurement that need to be carried out, namely the measurement model (measurement model / outer model) and the structural model (structural model / inner model):

Outer Model

Convergent validity testing, and the next stage is discriminant validity testing. The following are the results of the convergent validity analysis.

Table 1 Convergent Validity Analysis Test (n=154)

	Hybrid Work	Job Security	Job Statistics	Work Stress
HW1	0.803			
HW2	0.779			
HW3	0.805			
HW4	0.728			
HW5	0.890			
HW6	0.778			
JS1		0.837		
JS2		0.913		
JS3		0.875		
JS4		0.888		
JS5		0.901		
JSF1			0.829	
JSF2			0.841	
JSF3			0.884	
JSF4			0.831	
JSF5			0.806	
JSF6			0.816	
JSF7			0.855	
JSF8			0.803	
WS1				0.834
WS2				0.853
WS3				0.844
WS4				0.835
WS5				0.823
WS6				0.806
WS7				0.810
WS8				0.815

Source: Processed data (2026)

The results of the convergence validity analysis test include the outer loading and AVE values. All reflective constructs with loading values above 0.70 are considered valid. The researchers concluded that the outer loading values met the criteria because the test results exceeded the minimum value of 0.70. The convergence validity analysis also included the AVE value, which is part of the analysis. The results of the AVE test can be seen in the table below.

Table 2 Results of Average Variance Extracted (AVE)

	AVE value
Hybrid Work	0.638
Work Stress	0.685
Job Security	0.780
Job Statistics	0.695

Source: Processed data (2026)

It can be seen that all AVE values for each variable are declared valid because they are > 0.50 . Therefore, based on the results of the convergent validity test, it can be concluded that the indicators used in this study are valid.

Based on the PLS method, the reliability of the indicators in this study was determined from the composite reliability and Cronbach's alpha values for each indicator block. The following are the results of the Cronbach's alpha and composite reliability tests in this study.

Table 3 Results of Cronbach Alpha and Composite Reliability Tests

	Cronbach's Alpha	rho A	Composite Reliability
Hybrid Work	0.886	0.898	0.913
Work Stress	0.934	0.935	0.946
Job Security	0.929	0.932	0.946
Job Statistics	0.937	0.937	0.948

Source: Processed data (2026)

the Cronbach alpha and composite reliability tests show that all indicators are declared reliable because they produce Cronbach alpha and composite reliability values above 0.7 so they can be used in hypothesis testing.

Inner Model

In this measurement model, it is important to look for the VIF (Variance Inflation Factor) to test for collinearity statistics or multicollinearity. The following table presents the results of the collinearity statistics test.

Table 4 Collinearity Statistics Results

	VIF
HW1	2,719
HW2	2,235
HW3	1,923
HW4	1,703
HW5	3,430
HW6	2,341
JS1	2,380
JS2	4,161
JS3	2,968
JS4	3,104
JS5	3,674
JSF1	2,761
JSF2	4,242
JSF3	5,229
JSF4	2,972

	VIF
JSF5	2,620
JSF6	2,539
JSF7	3,197
JSF8	2,480
WS1	3,028
WS2	3,135
WS3	2,752
WS4	2,584
WS5	2,479
WS6	2,344
WS7	2,565
WS8	2,898

Source: Data diolah (2026)

the collinearity test results shown in the table, it can be concluded that all VIF values are below 5.00. Therefore, it can be concluded that there are no multicollinearity issues in the model testing. Next, the inner model is evaluated by examining the coefficient of determination. The following table presents the coefficient of determination values generated for this study.

Table 5 Output Results of R-Square Value

	R-Square	R-Square Adjusted
Job Statistics	0.765	0.757

Source: Processed data (2026)

R-square value for the job satisfaction variable is 0.765, this shows that 76.5% of the job satisfaction variable can be influenced by the hybrid work and work stress variables.

In the inner model analysis in PLS, there is also an F2 analysis (F -square). F-square is useful for testing whether the measure used assesses the relative impact of exogenous variables on endogenous variables.

Table 6 Model Fit Results

	Job Statistics
Hybrid Work	0.497
Work Stress	0.159

Source: Processed data (2026)

F-square value of the hybrid work variable on job satisfaction is greater than 0.35, indicating a strong influence. Meanwhile, work stress on job satisfaction has an F-square value greater than 0.15, indicating a moderate or sufficient influence.

t-Test Results

The output of the Structural Model Test (T-Values) can be seen in the following table.

Table 7 Inner Model Output Results

	Hypothesis	Sig.	t-statistic
H1	Hybrid Work → Job Satisfaction	0,000	6,627
H2	Work Stress → Job Satisfaction	0,001	3,463
H3	Moderating Effect 1 → Job Satisfaction	0,000	4,313
H4	Moderating Effect 2 → Job Satisfaction	0,016	2,419

Sumber : Data diolah (2026)

Discussion

The results of the first hypothesis test indicate that hybrid work significantly impacts job satisfaction, with a t-statistic of 6.627 (> 1.968) and a p-value of 0.000 (< 0.05), thus H1 is accepted. This indicates that implementing a hybrid work system that provides flexibility for employees in determining work locations can increase job satisfaction. This flexibility allows employees to achieve

a balance between work and personal life (work-life balance), increase job autonomy, and reduce the stress of daily work travel. These findings align with recent research showing that hybrid work significantly improves job satisfaction by increasing employee flexibility and well-being (Indradewa & Prasetyo, 2023; Sharma & Aggarwal, 2024). Furthermore, a data-based study of post-pandemic workers also found that the hybrid work model increases productivity and job satisfaction because it provides greater control over the work environment (Rosander, 2026). Therefore, the better the implementation of hybrid work in an organization, the higher the level of employee job satisfaction.

The results of the second hypothesis test indicate that work stress has a significant effect on job satisfaction with a t-statistic of 3.463 (> 1.968) and a p-value of 0.001 (< 0.05), thus H2 is accepted. This indicates that the higher the work stress experienced by employees, the lower the level of perceived job satisfaction. Work stress arising from excessive workloads, time pressures, and demands for technological adaptation can degrade employees' psychological well-being, thus impacting job satisfaction. This finding is consistent with recent literature showing that work stress has a negative effect on job satisfaction, as stress causes emotional exhaustion and decreases work engagement (Indradewa & Prasetyo, 2023). Furthermore, other studies have also confirmed that in flexible and hybrid work contexts, work stress remains a major factor that reduces employee well-being and job satisfaction (Daneshmandi et al., 2023; Rosander, 2026).

The results of the third hypothesis test indicate that job security moderates the effect of hybrid work on job satisfaction with a t-statistic of 4.313 (> 1.968) and a p-value of 0.000 (< 0.05), thus H3 is accepted. This indicates that job security strengthens the positive effect of hybrid work on job satisfaction. This finding indicates that work flexibility provided through hybrid work will have a higher impact on job satisfaction if employees have a high perception of job security. Employees who feel secure about the continuity of their work tend to be more able to utilize work flexibility optimally without being accompanied by concerns about performance evaluations or the risk of termination of employment. Conversely, when job security is low, hybrid work flexibility can actually increase psychological uncertainty that has the potential to reduce job satisfaction. This is in line with recent research findings showing that the effectiveness of hybrid work is strongly influenced by employees' psychological conditions, especially feelings of security in their work (Contreras et al., 2020 ; Sharma & Aggarwal, 2024). In addition, Sverke et al. (2002) in a recent study emphasized that job security plays an important role in increasing employees' positive responses to changes in work systems, including work flexibility.

The results of the fourth hypothesis test indicate that job security moderates the effect of work stress on job satisfaction with a t-statistic of 2.419 (> 1.968) and a p-value of 0.016 (< 0.05), thus H4 is accepted. This indicates that job security can moderate the effect of work stress on job satisfaction. This finding indicates that job security plays a role in weakening the negative impact of work stress on job satisfaction. Employees with high levels of job security tend to have more stable psychological conditions and are therefore able to manage work stress better. As a result, the impact of work stress on decreasing job satisfaction is smaller. Conversely, employees with low job security will be more vulnerable to work stress because job uncertainty amplifies the psychological pressure felt. These results are in line with research in the past five years showing that job insecurity exacerbates the impact of work stress on employee well-being and job satisfaction (Sverke et al., 2002 ; Daneshmandi et al., 2023; Indradewa & Prasetyo, 2023). Thus, job security is an important factor in maintaining the stability of job satisfaction amidst high work pressure.

CONCLUSIONS

Based on the results of research on employees of the Human Resources Department of Bank Indonesia, it can be concluded that Hybrid Work has a positive and significant effect on Job Satisfaction, while Work Stress has a negative and significant effect on Job Satisfaction. In addition, Job Security is proven to be able to moderate the influence of Hybrid Work and Work Stress on Job Satisfaction. These results indicate that the implementation of a hybrid work system can increase job satisfaction if supported by a high level of job security, while work stress can decrease job satisfaction, but the impact can be weakened by a sense of security regarding job continuity. The implication is that organizations need to optimize the implementation of hybrid work, manage work stress, and strengthen employee perceptions of job security. Further research is

recommended to expand the sample and add other variables such as organizational support or work engagement to obtain more comprehensive results.

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