

# The Impact of Work-Life Balance and Hybrid Work on Job Satisfaction: The Mediating Role of Music in the Workplace

Agung Rachmad Nuriyanto <sup>1\*</sup>, Ronny Malavia Mardani <sup>2</sup>, Nurhidayah <sup>3</sup>

<sup>1\*,2,3</sup> Master of Management Study Program, Faculty of Economics and Business, Universitas Islam Malang, Malang City, East Java Province, Indonesia

Email: [agungrachmadnuriyanto123@gmail.com](mailto:agungrachmadnuriyanto123@gmail.com) <sup>1\*</sup>, [ronny.malavia.mardani@gmail.com](mailto:ronny.malavia.mardani@gmail.com) <sup>2</sup>, [aya@unisma.ac.id](mailto:aya@unisma.ac.id) <sup>3</sup>

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## Abstract

The modern workplace is currently undergoing a significant transformation driven by digitalization, where work is no longer confined to a fixed location or rigid schedule. The emergence of hybrid work systems has become an adaptive response by organizations, providing employees with greater opportunities to balance professional responsibilities and personal life (work-life balance). However, this flexibility also presents challenges, as the boundaries between professional and personal roles often become blurred, which may ultimately affect job satisfaction. In this context, music in the workplace emerges as a relevant supporting element, not only as background sound but also as a means to create a comfortable work atmosphere, enhance concentration, and maintain a positive mood. This study aims to examine the impact of work-life balance and hybrid work on job satisfaction, with music in the workplace positioned as a mediating variable. A quantitative approach was employed using survey data collected from hybrid workers, which were then analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to explore the relationships among variables. The findings indicate that well-maintained work-life balance and the effective implementation of hybrid work significantly improve job satisfaction. Furthermore, music in the workplace plays a mediating role that strengthens these relationships. Theoretically, this study contributes to the human resource management literature by highlighting the importance of psychological aspects in flexible work environments, while practically, it suggests that organizations should not only focus on flexibility but also consider employees' emotional well-being to sustain job satisfaction.

## Keywords:

Work-life balance; Hybrid working; Job satisfaction; Work music; Digital era.

## 1. INTRODUCTION

The contemporary workplace is experiencing a significant turning point. Driven by advances in digital technology and the momentum of the Industrial Revolution 4.0, the way organizations and individuals perceive the concept of the “office” has fundamentally changed (Greenhaus & Allen, 2011). Work is no longer strictly associated with physical presence in a designated workplace during fixed hours, but can now be performed flexibly across various locations with the support of digital technologies. The emergence of hybrid work systems represents an adaptive response to this need for flexibility, enabling collaboration to occur anytime and anywhere (Uddin, 2025).

In the Indonesian context, this transformation is clearly evident. Data from Microsoft (2024) indicate that approximately 92% of knowledge workers in Indonesia have adopted digital technologies, including artificial intelligence, in their work activities. This reflects a high level of adaptation to technology-driven work systems and reinforces the shift toward more flexible working arrangements (Seeber & Erhardt, 2023).

However, despite these advantages, new challenges have emerged, particularly in maintaining professionalism amid the integration of work and personal spaces. Hybrid work provides flexibility in

managing work rhythms, yet in practice, this flexibility can become a double-edged sword. The absence of clear physical boundaries between work and personal life may lead to increased work pressure and role ambiguity (Ghalizinoubi et al., 2024).

This phenomenon is also observed in Indonesia. A survey conducted by Mercer Marsh Benefits reveals that around 26% of employees experience daily stress, partly influenced by changing work patterns and increasing job demands (Soni, 2025). This finding suggests that not all individuals are able to adapt effectively to increasingly flexible work systems.

On the other hand, the need for work-life balance has become a growing priority. A survey by JobStreet (SEEK) reports that 43% of Indonesian workers consider work-life balance as a primary factor in choosing a job. This indicates that achieving balance is no longer merely an added benefit, but a fundamental requirement in the modern workplace (Arnold & Brien, 2025).

Furthermore, hybrid work has demonstrated several positive outcomes. A study by the International Workplace Group (IWG) in Indonesia found that 80% of employees perceive themselves as more productive under hybrid working arrangements, accompanied by improvements in quality of life, such as better physical activity and sleep quality. Nevertheless, challenges such as digital fatigue remain significant. A report by PwC (2024) indicates that nearly half of Indonesian workers have experienced increased workloads due to accelerated digitalization (Nana et al., 2024).

These conditions highlight the importance of work-life balance as a foundation for employees' psychological well-being. Individuals who are able to maintain a balance between work and personal life tend to experience higher levels of job satisfaction. However, achieving such balance is not always easy, particularly in environments characterized by intensive digital communication (Fatima et al., 2015).

In this context, personal strategies are required to maintain work comfort. One increasingly popular approach is the use of music as a supportive medium during work (Metselaar et al., 2025). Music serves not only as entertainment but also as a tool to enhance concentration, reduce stress, and improve mood. Therefore, music can function as a mediating variable that bridges the relationship between working conditions (work-life balance and hybrid work) and job satisfaction.

Although previous studies have examined the effects of work-life balance and hybrid work on job satisfaction, limited research has integrated the role of music as a mediating variable, particularly within the context of Indonesian workers. Previous research by (Greenhaus & Allen, 2011) on work-life balance suggests that the ability to manage both personal and professional roles positively impacts well-being and job satisfaction. Additionally, studies by (Alen et al., 2016) demonstrate that hybrid work enhances autonomy and reduces commuting stress, leading to greater job satisfaction. However, despite the existing research on work-life balance and hybrid work, there is a lack of studies focusing on the role of work music as a mediator. (Lesuik, 2005) highlighted that music can improve concentration, regulate emotions, and reduce stress levels. Yet, the role of music as a mediator in the context of hybrid work and work-life balance has not been adequately explored, particularly in Indonesia.

Therefore, this study is important to address this research gap by exploring how work music functions as a mediating variable between work-life balance, hybrid work, and job satisfaction among Indonesian workers.

## 2. RESEARCH METHOD

### 2.1. Research Design

This study employs a quantitative approach to obtain a comprehensive understanding of the relationships among work-life balance, hybrid work, work music, and job satisfaction (Nilam & Aga, 2025). A quantitative method is selected as it enables the objective measurement of relationships between variables and facilitates hypothesis testing based on established theories and prior empirical studies.

This research is classified as explanatory research, aiming to examine the associative relationships among the independent variables (work-life balance and hybrid work), the mediating variable (work music), and the dependent variable (job satisfaction) (Lee & Shin, 2023).

The data analysis technique used in this study is Structural Equation Modeling–Partial Least Squares (SEM-PLS). This method allows for the simultaneous analysis of complex relationships among variables, including the assessment of both direct and indirect (mediating) effects (George, 2026).

### 2.2. Research Site

This research was conducted among workers implementing a hybrid work system in Indonesia. The research locations were diverse and not limited to a specific region, as respondents came from various regions across Indonesia. The selection of this research context was based on the increasingly widespread development of hybrid work systems in the era of digital transformation, as well as their relevance to work-life balance and employee job satisfaction (Jones et al., 2023).

The data collection process was conducted through offline and online questionnaire distribution. Offline questionnaires were distributed directly in specific work environments, while online questionnaires were

distributed through digital media such as Google Forms distributed via WhatsApp, email, and social media. This approach aimed to reach a wider range of respondents and increase the level of research participation (Santos & Franca, 2023).

### 2.3. Respondents and Sampling Technique

The respondents in this study were workers implementing a hybrid work system in Indonesia. The sampling technique used purposive sampling, which is a sample selection technique based on specific criteria relevant to the research objectives. The respondent criteria in this study included:

- a. Workers implementing a hybrid work system (Work from Office and Work from Home).
- b. Have at least 1 year of work experience.
- c. Have or frequently listen to music while working.
- d. Willing to complete the research questionnaire

The number of respondents in this study was 220, which was deemed to meet the minimum number for analysis using the SEM-PLS method and was considered representative of the study population (Dhanpat et al., 2022).

### 2.4. Data Collection Techniques

The data in this study were collected using a survey technique through the distribution of questionnaires. The research instrument was structured using a Likert scale of 1–5 to measure respondents' level of agreement with the statements (Kunte et al., 2025).

The questionnaire included indicators for each research variable: work-life balance, hybrid work, work music, and job satisfaction. All indicators were developed based on theory and previous research to ensure construct validity.

### 2.5. Data Analysis Technique

The collected data were analyzed using the SEM-PLS (Partial Least Squares) method with the aid of SmartPLS software. The analysis was conducted in several stages as follows:

First, the measurement model (outer model) was tested to assess the validity and reliability of the instrument, including convergent validity, discriminant validity, and reliability using Composite Reliability and Cronbach's Alpha (Mayya et al., 2021).

Second, the structural model (inner model) was tested to determine the relationships between variables, including testing the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and goodness of fit.

Third, hypotheses were tested using the t-statistic ( $>1.96$ ) and p-value ( $<0.05$ ) to determine the significance of the influence between variables, both direct and indirect.

Fourth, a mediation test was conducted to analyze the role of work music as an intervening variable in the relationship between work-life balance and hybrid work on job satisfaction.

The SEM-PLS method was chosen because it can process data with non-normal distributions and is suitable for complex research models.

### 2.6. Research Validity

To ensure the quality of the research results, validity and reliability tests were conducted on the research instruments. Validity was assessed using factor loading values and Average Variance Extracted (AVE), while reliability was assessed using Cronbach's Alpha and Composite Reliability.

A research instrument is considered valid and reliable if it meets the criteria established in the SEM-PLS analysis. Therefore, the research results are expected to have a high level of reliability and accurately explain the relationships between variables (Fan & Moen, 2023).

## 3. RESULTS AND DISCUSSION

### 3.1. Results

#### 3.1.1. Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to ensure the validity and reliability of the research instrument. Testing included convergent validity, discriminant validity, and construct reliability.

The results of the convergent validity test showed that all indicators had factor loading values  $>0.70$ , thus validly reflecting the constructs of each variable. Furthermore, the Average Variance Extracted (AVE) values for all variables were above 0.50, indicating that the constructs had a good level of validity.

Furthermore, the reliability test showed that all variables had Composite Reliability values  $>0.70$  and Cronbach's Alpha  $>0.70$ , thus concluding that the research instrument had a high level of internal consistency.

Discriminant validity testing using the Fornell-Larcker Criterion approach showed that the square root of the AVE for each construct was greater than the correlations between the other constructs. Thus, it can be concluded that each variable in this study has a good ability to differentiate itself from other constructs.

### 3.1.2. Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted to determine the model's ability to explain the relationships between variables. The test results showed an  $R^2$  (R-Square) value for the job satisfaction variable of 0.682. This indicates that 68.2% of the variation in job satisfaction can be explained by the variables work-life balance, hybrid work, and work music. This value is considered substantial.

Furthermore, the  $Q^2$  (Predictive Relevance) value of 0.421 ( $>0$ ) indicates that the model has good predictive ability in explaining the phenomenon under study.

Overall, the results of the inner model evaluation indicate that the research model has a good level of suitability for use in hypothesis testing.

### 3.1.3. Hypothesis Testing (Direct Effect)

Hypothesis testing was conducted by examining the path coefficient, t-statistic ( $>1.96$ ), and p-value ( $<0.05$ ).

#### 3.1.3.1. The Effect of Work-Life Balance on Job Satisfaction

The analysis results show that work-life balance has a positive and significant effect on job satisfaction, with a coefficient of 0.342, a t-statistic of 4.215, and a p-value of 0.000. This indicates that the better the work-life balance an employee has, the higher their perceived job satisfaction.

Hypothesis 1 (H1) is accepted.

#### 3.1.3.2. The Effect of Hybrid Work on Job Satisfaction

Hybrid work has a positive and significant effect on job satisfaction, with a coefficient of 0.298, a t-statistic of 3.876, and a p-value of 0.000. This indicates that work flexibility significantly contributes to increasing employee job satisfaction.

Hypothesis 2 (H2) is accepted.

#### 3.1.3.3. The Effect of Work-Life Balance on Work Music

Work-life balance has a positive and significant effect on work music, with a coefficient value of 0.287, a t-statistic of 3.102, and a p-value of 0.002. This indicates that individuals with a good work-life balance are more likely to utilize music to support work activities.

Hypothesis 3 (H3) is accepted.

#### 3.1.3.4. The Effect of Hybrid Work on Work Music

Hybrid work has a positive and significant effect on work music with a coefficient of 0.305, a t-statistic of 3.654, and a p-value of 0.000. This indicates that flexible work systems encourage the use of music as a strategy to increase work comfort and focus.

Hypothesis 4 (H4) is accepted.

#### 3.1.3.5. The Effect of Work Music on Job Satisfaction

Work music has a positive and significant effect on job satisfaction with a coefficient of 0.261, a t-statistic of 3.452, and a p-value of 0.001. This indicates that using music while working can improve mood, reduce stress, and create a more positive work experience.

Hypothesis 5 (H5) is accepted.

### 3.1.4. Testing the Indirect Effect (Mediation Effect)

A mediation test was conducted to determine the role of work music as an intervening variable in the relationship between work-life balance and hybrid work on job satisfaction.

- a. Mediation of Work-Life Balance  $\rightarrow$  Job Satisfaction through Work Music. The analysis results show an indirect effect of 0.075, with a t-statistic of 2.214 and a p-value of 0.027. This indicates that work music significantly mediates the relationship between work-life balance and job satisfaction.
- b. Mediation of Hybrid Work  $\rightarrow$  Job Satisfaction through Work Music. The results show an indirect effect of 0.080, with a t-statistic of 2.563 and a p-value of 0.011. This indicates that work music also mediates the relationship between hybrid work and job satisfaction.

Overall, these results indicate that work music acts as a partial mediator, meaning that work music strengthens the relationship between variables, but is not the sole pathway of influence.

Hypothesis 6 (H6) is accepted.

### 3.1.5. Work-Life Balance and Job Satisfaction

The analysis results indicate that work-life balance has a positive and significant influence on employee job satisfaction in a hybrid work system. Based on the SEM-PLS test, a path coefficient of 0.342 was obtained, with a t-statistic of 4.215 ( $>1.96$ ) and a p-value of 0.000 ( $<0.05$ ).

These findings indicate that the better the work-life balance an employee has, the higher their perceived job satisfaction. Respondents who are able to manage their time and roles in a balanced manner tend to have more stable emotional states, resulting in a more positive work experience.

These results indicate that work-life balance is a crucial factor in increasing job satisfaction, especially in flexible work environments such as hybrid work systems.

### 3.1.6. Hybrid Work and Job Satisfaction

The results also show that hybrid work has a positive and significant effect on job satisfaction. The path coefficient was 0.298, with a t-statistic of 3.876 and a p-value of 0.000.

This indicates that flexibility in working from both the office and home significantly contributes to increased employee job satisfaction. Respondents experienced benefits in terms of time efficiency, work comfort, and improved overall well-being.

### 3.1.7. The Role of Work Music

Work music was shown to have a positive and significant effect on job satisfaction. The analysis showed a coefficient of 0.261, with a t-statistic of 3.452 and a p-value of 0.001.

These findings indicate that using music while working can improve focus, reduce stress, and maintain a positive mood. Music serves as a psychological mechanism that helps employees manage work pressure, especially in the dynamic nature of hybrid work environments.

Thus, work music not only serves as entertainment, but also as an important factor in improving the quality of the work experience.

### 3.1.8. Effect of Work-Life Balance and Hybrid Work on Work Music

The analysis results indicate that work-life balance and hybrid work have significant effects on the use of work music. Specifically, the path coefficient from work-life balance to work music is 0.287 (t-statistic = 3.102; p-value = 0.002), while the path coefficient from hybrid work to work music is 0.305 (t-statistic = 3.654; p-value = 0.000).

These findings suggest that individuals who maintain a better balance between work and personal life, as well as those who experience higher levels of work flexibility, are more likely to utilize music as a supportive tool in their work activities.

### 3.1.9. Mediation Effect of Work Music

The results of the mediation test indicate that work music acts as an intervening variable in the relationship between work-life balance and hybrid work on job satisfaction.

- a. Indirect effect of work-life balance  $\rightarrow$  job satisfaction through music: coefficient 0.075, t-statistic 2.214, p-value 0.027.
- b. Indirect effect of hybrid work  $\rightarrow$  job satisfaction through music: coefficient 0.080, t-statistic 2.563, p-value 0.011

These results indicate that work music acts as a partial mediator, meaning that music strengthens the relationship between the independent variables and job satisfaction, but is not the sole pathway of influence.

### 3.1.10. Interaction Between Variables

Overall, the research results indicate a strong interaction between work-life balance, hybrid work, work music, and job satisfaction.

Work-life balance and hybrid work serve as primary factors influencing employee working conditions, while work music acts as a psychological factor that strengthens this relationship.

The combination of work flexibility, work-life balance, and a supportive work environment through music creates a positive work experience.

## 3.2. Discussion

This study provides empirical evidence on the relationships among work-life balance, hybrid working, work music, and job satisfaction within a flexible work environment. The findings generate several important implications, both theoretically and practically.

First, the results indicate that work-life balance has a positive and significant association with job satisfaction. This finding is consistent with the perspective of (Greenhaus & Allen, 2011) which emphasizes that an individual's ability to manage work and personal roles in a balanced manner contributes to psychological well-being. Employees who are able to maintain such balance tend to experience lower stress levels and greater emotional stability, which in turn enhance their job satisfaction. In the context of hybrid

working, this balance becomes increasingly crucial due to the absence of clear physical boundaries between work and personal life.

Second, hybrid working is found to have a positive and significant association with job satisfaction. This result aligns with previous studies (Alen et al., 2016), which suggest that flexible work arrangements enhance autonomy and reduce stress associated with commuting. Employees benefit from improved time efficiency and greater control over their work schedules. However, the findings also indicate that hybrid working requires strong self-management capabilities. Without proper management, flexibility may lead to inconsistent productivity or increased workload regarding the psychological demands of remote work.

Third, this study demonstrates that work music has a positive and significant association with job satisfaction. This finding extends prior research by (Lesuik, 2005), which suggests that music can enhance concentration, regulate emotions, and reduce stress levels. In hybrid work environments, where employees often work independently, music serves as an effective psychological strategy to maintain work engagement and emotional balance.

Furthermore, this study reveals the mediating role of work music in the relationship between work-life balance, hybrid working, and job satisfaction. The analysis indicates that work music acts as a partial mediator that strengthens these associations. However, further research is needed to understand why work music can function as a mediator and the psychological mechanisms behind its influence. It remains unclear in what conditions the mediating role of work music may become stronger or weaker (Lestari, 2023) (Buick et al., 2024).

More broadly, these findings highlight the interaction between structural factors (work-life balance and hybrid work) and psychological mechanisms (work music) in determining job satisfaction. Work-life balance and hybrid working represent organizational dimensions, while work music reflects an individual-level coping strategy. The integration of these dimensions provides a more comprehensive understanding of employee well-being in the digital era (Huneycutt & Imboden, 2023).

However, it is important to note that this study's cross-sectional design limits the ability to draw causal conclusions. The relationships found are associational and should be interpreted with caution. Future research using longitudinal or experimental designs would provide more robust evidence of causality and deepen our understanding of the long-term effects of hybrid working and work music on job satisfaction.

#### 4. CONCLUSION

This study concludes that work-life balance and hybrid work are positively associated with employees' job satisfaction in Indonesia. Employees who can maintain a balance between their professional and personal lives and benefit from flexible working arrangements tend to report higher levels of job satisfaction. Additionally, work music is found to play a significant role as a partial mediator in the relationship between work-life balance, hybrid work, and job satisfaction. This study suggests that work music not only has a direct effect on job satisfaction but also strengthens the relationship between work-life balance, hybrid work, and job satisfaction.

While these findings highlight the importance of structural factors such as work-life balance and hybrid work, they also emphasize the psychological mechanisms like work music that influence job satisfaction. However, it is important to note that the generalization of these results should be limited to hybrid workers with characteristics similar to those in this study, due to the purposive sampling method and specific respondent criteria.

The study also acknowledges several limitations, such as the lack of exploration regarding the type of music, intensity of music usage, and potential sectoral differences. Future research should address these factors and consider a longitudinal or experimental design to validate these findings over time and in different work contexts.

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