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NEW WORK: The New Motivation Patterns in Work-From-Anywhere and Their Modern HR Implications

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NEW WORK: The New Motivation Patterns in Work-From-Anywhere and Their Modern HR Implications

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Abstract: Work From Anywhere (WFA) has emerged as a global trend reshaping traditional work structures and employee experiences. However, the mechanisms underlying work motivation in WFA settings remain insufficiently understood, particularly in balancing enabling factors and emerging social challenges. This study examines how autonomy, flexibility, and social disconnection influence work motivation through the mediating role of job satisfaction and the moderating role of technological support. Adopting a pragmatic paradigm, this study employs a convergent parallel mixed-methods design. Quantitative data were collected through a cross-sectional survey of 260 WFA employees in Indonesia and analyzed using descriptive and inferential techniques, including regression, mediation, and moderation analysis. Qualitative data were obtained through semi-structured interviews to provide deeper insights into employees' experiences. The findings reveal that autonomy and flexibility positively affect job satisfaction, which in turn enhances work motivation, while social disconnection negatively affects job satisfaction and reduces motivation. Job satisfaction is confirmed as a key mediating mechanism linking job characteristics to motivation. Technological support significantly strengthens the relationship between job satisfaction and work motivation, highlighting its role as a critical enabler in digital work environments. Qualitative findings further show that social disconnection can undermine motivation despite high autonomy and flexibility. This study contributes by offering an integrated model that captures both enabling and constraining factors in WFA. Practically, organizations should combine flexible work policies with strategies that strengthen social connection and technological support to sustain employee motivation and well-being.

Keywords: autonomy; flexibility; job satisfaction; social disconnection interact; work motivation

Introduction

Work From Anywhere (WFA) has evolved into an increasingly prominent global work arrangement, particularly following the COVID-19 pandemic, which accelerated the adoption of flexible work models across industries (Evika et al., 2023). Beyond reshaping where work is performed, WFA has begun to significantly influence organizational productivity structures and human capital costs, including office overhead, supervision intensity, coordination efficiency, and employee retention. While many organizations report cost savings and productivity gains from flexible work arrangements, these outcomes are highly contingent on how employee motivation is sustained in geographically unconstrained environments. As work motivation remains a central driver of productivity, engagement, and long-term workforce stability, understanding motivational dynamics under WFA conditions has become a critical concern for contemporary human resource management (Abadi & Taufiqurrahman, 2023; Heruwanto et al., 2019).

Work motivation has traditionally been conceptualized as a set of internal and external forces that drive individuals to achieve organizational goals. Classical motivational frameworks, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, have long provided foundational explanations for employee motivation (Ma & Vu, 2024). However, these theories were largely developed within physically bounded, hierarchical, and supervision-intensive work environments, making their explanatory power potentially limited in the context of Work from Anywhere. In WFA settings, employees simultaneously experience increased autonomy, flexibility, and control over work

processes, while also facing risks of social isolation, weakened organizational attachment, and blurred work–life boundaries (Haziroh et al., 2024). This autonomy–isolation paradox suggests that traditional motivational models may be insufficient to fully capture how motivation is formed and sustained in location-independent work arrangements, thereby creating a clear theoretical gap in the existing literature.

Flexible work environments allow employees to determine their work location and schedules based on personal preferences, which can enhance intrinsic motivation by fostering autonomy and personal accountability (Fitrah & Prasetyo, 2024). At the same time, reduced face-to-face interaction and diminished social support may undermine motivation for employees who depend on structured supervision, peer recognition, or collective work norms (Octiva et al., 2024). Prior studies indicate that motivation under WFA arrangements is often driven more strongly by intrinsic factors than extrinsic rewards, yet these patterns vary considerably across individuals and organizational contexts (Chin et al., 2023). Remote workers often find satisfaction in the autonomy and flexibility they enjoy (Nissa et al., 2023). However, the absence of structured supervision and direct oversight may reduce motivation for some individuals, particularly those who rely heavily on recognition and support from supervisors or colleagues (Majid et al., 2023). As such, work motivation patterns among WFA employees cannot be generalized but must be understood through a more comprehensive and nuanced approach.

Against this backdrop, this study seeks to identify new motivation patterns emerging under Work from Anywhere arrangements and to examine their implications for modern human resource management practices. Specifically, the study explores how autonomy, flexibility, and social disconnection interact to shape employee motivation in WFA contexts through job satisfaction. This study contributes to the advancement of Work Motivation literature by extending its application to the Work from Anywhere (WFA) context. By positioning job satisfaction as a psychological mechanism rather than merely an outcome, this study offers a more nuanced understanding of how affective evaluations of work conditions translate into motivational states. Furthermore, the integration of both enabling factors (autonomy and flexibility) and constraining factors (social disconnection) provides a more balanced and comprehensive perspective on the dynamics of WFA, which have often been examined in isolation.

The inclusion of interaction effects among these variables also strengthens the methodological contribution by capturing the combined and conditional influence of job characteristics on employee attitudes and motivation. From a practical standpoint, this study offers valuable insights for organizations in designing effective WFA systems. The findings highlight that enhancing work motivation requires not only increasing autonomy and flexibility but also actively mitigating the risks of social disconnection inherent in remote work arrangements. Recognizing job satisfaction as a key mediating mechanism, organizations are encouraged to develop balanced human resource strategies that integrate flexible work policies with initiatives that foster social connection, such as structured virtual communication, team engagement programs, and supportive digital work environments. Ultimately, these efforts can enhance employees' motivational levels in a sustainable manner, thereby improving both individual performance and overall organizational effectiveness.

Concept and Hypothesis

Theoretical Foundation and Synthesis

Understanding work motivation in Work From Anywhere (WFA) arrangements requires a theoretical framework that captures both internal motivational processes and structural changes in work design (Paudel & Sherm, 2024). This study adopts Self-Determination Theory (SDT) as the primary theoretical lens for explaining the quality of work motivation. SDT posits that motivation is shaped by the fulfillment of three basic psychological needs (autonomy, competence, and relatedness) (Best, 2021). In WFA contexts, increased flexibility and discretion over work time and location enhance autonomy, while competence is developed through self-managed task mastery (Kelly et al., 2022). However, relatedness may be weakened due to reduced face-to-face interaction, making SDT particularly relevant for explaining motivation dynamics in geographically dispersed work environments (Siskayanti & Sanica, 2022).

While SDT explains why employees experience intrinsic motivation, it does not fully capture how work design in WFA settings enables or constrains motivational processes (Choudhury et al.,

2021; Hazmi et al., 2022). To address this limitation, the Job Characteristics Model (JCM) is incorporated as a complementary framework. JCM emphasizes the role of job characteristics, such as task clarity, skill variety, and feedback in shaping meaningful and motivating work. In WFA arrangements, these job characteristics are transformed through reduced direct supervision and increased reliance on digital coordination (Sinaga & Susanto, 2022). Consequently, JCM helps explain how changes in work structure under WFA conditions influence the fulfillment of SDT's psychological needs and, in turn, intrinsic motivation (Urbanavičiūtė et al., 2023). To explain how motivation is translated into sustained effort and work outcomes in dispersed environments, this study further integrates Goal-Setting Theory as an outcome-oriented mechanism (van Vugt et al., 2024). In traditional office settings, goal monitoring is supported by direct supervision. However, in WFA contexts, clearly defined and well-communicated goals become critical for maintaining focus and performance. Rather than serving as a competing theory, Goal-Setting Theory complements SDT and JCM by explaining how intrinsically motivated employees channel their motivation into goal-directed behavior and performance in autonomous work settings (Xiao & Lutz, 2024).

To address the complexity of work motivation in Work from Anywhere (WFA) settings, this study integrates Self-Determination Theory (SDT) and the Job Characteristics Model (JCM). SDT serves as the primary framework for explaining how autonomy, flexibility, and social connection shape employees' psychological experiences and motivational states. In WFA environments, autonomy and flexibility may enhance positive work experiences, while social disconnection may weaken employees' sense of relatedness and reduce satisfaction. Meanwhile, JCM provides a structural perspective on how work design influences employees' evaluative responses toward their work. In WFA settings, changes in job structure, digital coordination, and self-managed work processes reshape how employees experience autonomy and flexibility. In addition, technological support is incorporated as a contextual enabler that strengthens the relationship between job satisfaction and work motivation. Together, these perspectives provide an integrated framework for explaining how job characteristics, psychological mechanisms, and contextual factors jointly shape work motivation in flexible work environments.

Hypothesis Development

The Relationship between Autonomy and Job Satisfaction

Work From Anywhere (WFA) arrangements reshape how employees experience autonomy in their work. Within Self-Determination Theory (SDT), autonomy refers to employees' sense of control and self-direction in performing tasks, which is considered essential for positive work outcomes. In WFA settings, greater discretion over work time, location, and processes increases employees' perceived control and allows them to align work with personal preferences and working styles (Siskayanti & Sanica, 2022). Higher autonomy also reduces external pressure and role strain, leading to more positive evaluations of work. Previous studies consistently show that autonomy positively influences Job Satisfaction, particularly in remote and flexible work environments where self-management becomes more prominent (Wajdi et al., 2023). In WFA contexts, autonomy further functions as a psychological resource that enhances employees' sense of trust and empowerment, thereby increasing job satisfaction (Paudel & Sherm, 2024). Based on these theoretical arguments and empirical findings, this study proposes the following hypothesis:

H1: Autonomy has a positive and significant effect on job satisfaction.

The Relationship between Flexibility and Job Satisfaction

Flexibility represents a key feature of work design in Work From Anywhere (WFA) arrangements, referring to employees' ability to adjust work time, location, and schedules according to personal and professional needs. In flexible work settings, employees are better able to manage role boundaries and align work responsibilities with individual preferences, contributing to more positive evaluations of their job (Uzzakiyah & Lufityanto, 2025). From the perspective of the Job Characteristics Model, flexibility enhances employees' control over task execution and reduces rigid work constraints, thereby improving psychological experiences and reducing role conflict (Li et al., 2025). In WFA contexts, where work relies heavily on digital platforms and self-regulation, flexibility becomes an important resource for maintaining positive work experiences. Flexible work arrangements positively influence Job Satisfaction by improving work-life integration and reducing stress associated with rigid

schedules. Although excessive flexibility may blur work–life boundaries, flexibility generally enhances employees’ affective evaluation of their job when supported by clear work structures and expectations (Chin et al., 2023). Based on these arguments, this study proposes the following hypothesis:

H2: Flexibility has a positive and significant effect on job satisfaction.

The Relationship Between Social Disconnection Interact and Job Satisfaction

Social disconnection reflects employees’ lack of social interaction, emotional support, and sense of belonging in the workplace. In Work From Anywhere (WFA) settings, limited face-to-face communication and reliance on digital interaction may weaken relational ties among colleagues, negatively affecting employees’ work experiences (Shin et al., 2019). Workplace isolation and reduced social connectedness are associated with lower levels of Job Satisfaction, particularly in remote work environments where informal interactions are limited (Fishbach & Woolley, 2022). Furthermore, social disconnection may weaken the positive effects of other job characteristics. Even when employees experience high autonomy and flexibility, the absence of meaningful social interaction can reduce emotional attachment and engagement at work. Without adequate social support, employees are more likely to feel isolated and less satisfied with their job. Therefore, social disconnection functions as a constraining factor that can diminish the positive psychological benefits of WFA arrangements (Kuvaas et al., 2017). Based on these arguments, this study proposes the following hypotheses:

H3: Social disconnection interact has a negative and significant effect on job satisfaction.

The Relationship Between Job Satisfaction on Work Motivation

Job Satisfaction represents employees’ overall affective evaluation of their work experiences and plays a central role in shaping behavioral and motivational outcomes. Employees who are satisfied with their job tend to experience more positive emotions, stronger enthusiasm, and a greater willingness to invest effort in their work activities (Tiwari et al., 2023). Positive evaluations of work enhance employees’ internal energy and persistence, which are essential components of work motivation. This relationship is particularly relevant in Work From Anywhere (WFA) settings, where external supervision is limited and employees rely more heavily on internal drivers to sustain performance (Kocman & Weber, 2018). Employees who perceive their work as rewarding and fulfilling are more likely to demonstrate stronger commitment, initiative, and sustained effort in completing tasks. Previous studies consistently show that job satisfaction positively influences work motivation, especially in flexible and remote work environments where motivation is driven more by internalized positive work attitudes than by direct managerial control (Nabahani & Riyanto, 2020). Based on these arguments, this study proposes the following hypothesis:

H4: Job satisfaction has a positive and significant effect on work motivation.

The Mediating Role of Job Satisfaction

The employees interpret their working conditions, such as the degree of control, flexibility, and social connectedness, which form an overall evaluation reflected in job satisfaction. This affective evaluation then shapes their willingness to exert effort, persist in task completion, and remain engaged in their work (Zhang & He, 2022). In WFA contexts, where external supervision and control mechanisms are limited, such internal evaluations become particularly critical in driving motivation. Specifically, higher levels of autonomy and flexibility are expected to enhance job satisfaction by increasing perceived control and work–life alignment, which subsequently foster stronger motivation (Palumbo et al., 2022). In contrast, social disconnection interact is likely to reduce job satisfaction by weakening interpersonal bonds and emotional support, thereby diminishing motivation. Thus, job satisfaction serves as an essential psychological pathway through which both enabling and constraining job characteristics influence motivational outcomes (Al-Haidan et al., 2022). Based on these arguments, this study proposes the following hypothesis:

H5: Job satisfaction mediates the relationship between autonomy, flexibility, social disconnection interact, and work motivation.

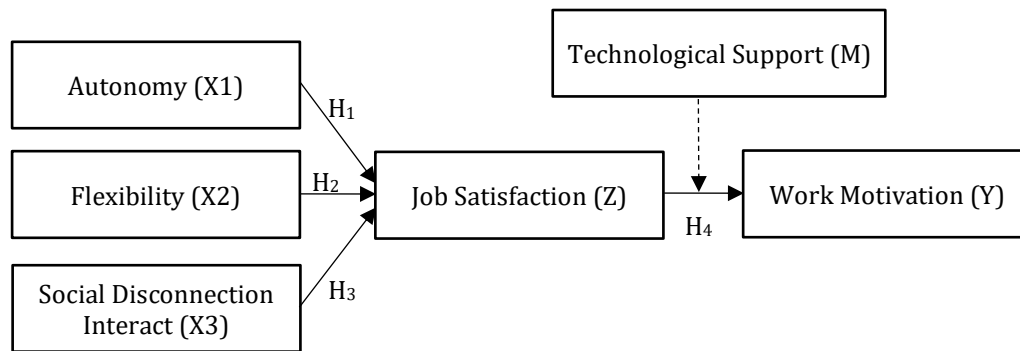


Figure 1. Conceptual Framework

Method

Philosophical Paradigm and Research Design

This study adopts a pragmatic research paradigm to integrate quantitative and qualitative approaches in examining work motivation within Work From Anywhere (WFA) settings. Pragmatism is appropriate because it emphasizes methodological flexibility in addressing complex organizational phenomena involving both structural job characteristics and employees' subjective experiences. Accordingly, this study employs a convergent parallel mixed-methods design, in which quantitative and qualitative data are collected simultaneously, analyzed independently, and integrated during interpretation. The quantitative component examines the relationships among autonomy, flexibility, social disconnection, job satisfaction, technological support, and work motivation. Meanwhile, the qualitative component provides deeper insights into employees' lived experiences related to autonomy, social disconnection, and technology use in WFA environments. By integrating both approaches, this design enhances methodological rigor through triangulation and strengthens the validity and explanatory power of the findings. It also enables the study to not only test hypothesized relationships but also explain how these relationships are experienced in real-world WFA contexts.

Quantitative Research Design and Sample

The quantitative strand of this study employs a cross-sectional survey design to examine the relationships among autonomy, flexibility, social disconnection, job satisfaction, technological support, and work motivation in Work From Anywhere (WFA) settings. This design is suitable for identifying patterns of association among variables within a relatively short timeframe, particularly in dynamic work environments. The target population consists of employees from various industrial sectors in Indonesia who have experience working under WFA arrangements. A purposive sampling technique was applied to ensure the relevance of respondents to the research context (Wahyuni & Maretasari, 2022). Participants were required to (1) have worked under WFA conditions for at least six months and (2) possess full access to digital work tools. A total of 260 respondents participated in the survey, representing multiple industry sectors. This sample size is considered adequate for exploratory analysis and hypothesis testing in mixed-methods research, particularly for identifying relationship patterns among variables. In addition, the quantitative findings are complemented by qualitative insights, enhancing the robustness and contextual validity of the study through methodological triangulation.

Measurement Instruments and Operationalization

Data were collected using a structured questionnaire adapted from established and validated measurement scales to ensure construct validity and reliability. All variables were measured as multi-item constructs using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Work motivation was measured using items adapted from the Work Motivation Scale developed by Gagné et al. (2015), while job satisfaction was assessed using selected items from the Job Satisfaction Survey (JSS) developed by Spector (1997) and Tsounis & Sarafis (2018). The independent variables—autonomy, flexibility, and social disconnection—were adapted from prior studies on job design and remote work. Technological support was measured as a moderating variable reflecting employees' perceptions of the availability and reliability of digital tools and technical assistance in supporting

work activities. All measurement items were adapted to fit the WFA context while maintaining their original conceptual meaning. Prior to analysis, the instrument underwent content validity assessment using the Content Validity Index (CVI), while reliability was evaluated using Cronbach's alpha. All constructs exceeded the acceptable reliability threshold, indicating satisfactory internal consistency.

Qualitative Data Collection

Qualitative data were collected through semi-structured interviews with a purposively selected subset of 50 employees who had previously participated in the survey. The interviews focused on employees' experiences related to autonomy, flexibility, social disconnection, technological support, job satisfaction, and work motivation in WFA settings. This alignment with the quantitative variables enabled more coherent integration across methods. Each interview followed a predefined interview guide while allowing follow-up questions to explore emerging themes. The qualitative strand aimed to enrich the quantitative findings by uncovering underlying mechanisms, subjective meanings, and nuanced experiences that may not be fully captured through structured survey responses. This approach strengthens the depth and explanatory power of the study through methodological triangulation.

Data Analysis Procedures

Quantitative data were analyzed using both descriptive and inferential statistical techniques to examine the relationships among autonomy, flexibility, social disconnection, job satisfaction, technological support, and work motivation. Prior to hypothesis testing, the data were screened through data cleaning, coding, and assumption testing, including checks for normality, reliability, and multicollinearity. Inferential analysis was conducted to test the proposed hypotheses, including direct effects, mediation, and moderation relationships. Specifically, regression-based analysis was employed to examine the direct effects of autonomy, flexibility, and social disconnection on job satisfaction, as well as the effect of job satisfaction on work motivation.

Mediation analysis was performed to assess the indirect effect of job characteristics on work motivation through job satisfaction. In addition, moderation analysis was conducted to evaluate the role of technological support in strengthening the relationship between job satisfaction and work motivation. Qualitative data were analyzed using thematic analysis, involving systematic coding, categorization, and theme development. The analysis focused on identifying recurring themes related to autonomy, flexibility, social disconnection, technological support, job satisfaction, and work motivation in WFA settings. This process enabled the identification of patterns that provide deeper explanations of the quantitative findings.

Results and Discussion

Result

A total of 260 respondents participated in this study, consisting of 55% female and 45% male employees. Most respondents (65%) were aged between 25–34 years, followed by 35–44 years (25%) and over 45 years (10%). In terms of education, 70% held a bachelor's degree, 20% a master's degree, and 10% a diploma. This demographic profile reflects the dominance of highly educated, early-career employees in Work From Anywhere (WFA) arrangements. A detailed summary is presented in Table 1.

Table 1. Demographic Distribution of Respondents

Variables	Categories	Number	Percentage (%)
Gender	Male	117	45%
	Female	143	55%
Age	25-34 years old	169	65%
	35-44 years old	65	25%
	>45 years old	26	10%
Education	Bachelor's	182	70%
	Master's	52	20%
	Diploma	26	10%

The demographic distribution shows that most respondents are female and within the productive age range of 25 to 34 years. This reflects a general trend in the labor market, where younger

generations are increasingly opting for flexible work models such as Work From Anywhere (WFA). The high level of education, with 70% of respondents holding a bachelor's degree, indicates that they can manage the autonomy and flexibility offered by WFA. This data provides an initial insight into the profile of WFA workers, which is the focus of this research.

Descriptive analysis was conducted to summarize respondents' perceptions across the main study variables, including autonomy, flexibility, social disconnection interacts, job satisfaction, technological support, and work motivation in Work from Anywhere (WFA) settings. The results of the descriptive statistics are presented in Table 2.

Table 2. Descriptive Statistics

Variables	Mean	Std. Deviation	Interpretation
Autonomy	4.12	0.56	High
Flexibility	4.25	0.52	High
Social Disconnection	3.10	0.68	Moderate
Job Satisfaction	3.95	0.60	High
Technological Support	4.05	0.55	High
Work Motivation	4.18	0.50	High

Source: Data processed, 2025.

The descriptive statistics indicate that employees in Work From Anywhere (WFA) settings generally report high levels of autonomy (4.12) and flexibility (4.25), suggesting that flexible work arrangements provide substantial control over work processes. Technological support is also perceived positively (4.05), indicating that digital infrastructure adequately supports remote work activities. In addition, work motivation (4.18) and job satisfaction (3.95) are relatively high, reflecting favorable employee attitudes toward WFA arrangements. However, social disconnection is reported at a moderate level (3.10), suggesting that reduced interpersonal interaction remains a notable challenge in remote work environments. Overall, these findings highlight the dual nature of WFA, where enabling factors such as autonomy and flexibility coexist with potential social constraints. This pattern indicates that while favorable job conditions may enhance positive work attitudes, social disconnection may partially weaken these benefits and influence employees' work motivation.

The explanatory power of the proposed model was assessed using the coefficient of determination (R-square) for each endogenous variable. The results of the R-square analysis are presented in Table 3.

Table 3. R-Square Test Results

Endogenous Variables	R Square	Adjusted R Square
Work Motivation	0.648	0.634

Source: Data processed, 2025.

The R-square results indicate that the proposed model demonstrates satisfactory explanatory power in predicting work motivation within Work From Anywhere (WFA) settings. Specifically, the R-square value for work motivation ($R^2 = 0.648$), or 64.8%, indicates that job satisfaction and technological support jointly explain a substantial proportion of employees' motivational states. This finding highlights the importance of integrating both attitudinal mechanisms and contextual enablers in explaining motivation in remote work environments. The results further emphasize the role of job satisfaction as a mediating mechanism and technological support as a contextual enhancer within the proposed model. In line with behavioral and organizational research, where outcomes are shaped by multiple interacting factors, the obtained R-square value can be considered both acceptable and meaningful. Overall, these findings reinforce the robustness of the proposed model and provide empirical support for understanding work motivation in WFA contexts.

The direct effects among the study variables were examined to test the proposed hypotheses. The results of the direct effect analysis, including T-statistics and p-values for each relationship, are presented in Table 4.

Table 4. Direct Effect Test Results

Relationship	T Statistic	P Values
Autonomy → Job Satisfaction	3.214	0.001
Flexibility → Job Satisfaction	3.876	0.000
Social Disconnection Interact → Job Satisfaction	2.945	0.003
Job Satisfaction → Work Motivation	4.562	0.000

Source: Data processed, 2025.

The direct effect analysis indicates that all hypothesized relationships are statistically significant. Autonomy (T = 3.214, p = 0.001) and flexibility (T = 3.876, p = 0.000) positively affect job satisfaction, suggesting that greater control over work processes and flexibility in work arrangements enhance employees’ job evaluations in WFA settings. In contrast, social disconnection negatively affects job satisfaction (T = 2.945, p = 0.003), indicating that limited interpersonal interaction and social isolation reduce employees’ affective attachment to their work. Furthermore, job satisfaction positively influences work motivation (T = 4.562, p = 0.000), confirming its role as a key determinant of employees’ motivational states. Autonomy (T = 2.687, p = 0.007) and flexibility (T = 3.105, p = 0.002) also demonstrate direct positive effects on work motivation, indicating that job characteristics influence motivation both directly and indirectly through job satisfaction. Overall, these findings support the proposed hypotheses and highlight the dual nature of WFA, where enabling factors such as autonomy and flexibility coexist with constraining factors such as social disconnection in shaping motivation.

The mediating effect of job satisfaction in the relationship between autonomy, flexibility, social disconnection, and work motivation was examined using indirect effect analysis. The results of the mediation analysis are presented in Table 5.

Table 5. Indirect Effect Test Results

Relationship	T Statistic	P Values
Autonomy → Job Satisfaction → Work Motivation	3.102	0.002
Flexibility → Job Satisfaction → Work Motivation	3.458	0.001
Social Disconnection Interact → Job Satisfaction → Work Motivation	2.764	0.006

Source: Data processed, 2025.

The indirect effect analysis indicates that Job Satisfaction significantly mediates the relationship between job characteristics and work motivation. Autonomy has a positive and significant indirect effect on work motivation through job satisfaction (T = 3.102, p = 0.002), suggesting that greater control over work enhances motivation by improving employees’ job evaluations. Similarly, flexibility positively influences work motivation through job satisfaction (T = 3.458, p = 0.001), indicating that flexible work arrangements enhance motivation by fostering higher job satisfaction. In contrast, social disconnection demonstrates a significant negative indirect effect on work motivation through job satisfaction (T = 2.764, p = 0.006). This finding implies that reduced social interaction lowers job satisfaction, which subsequently diminishes employees’ motivation. Overall, these findings confirm the mediating role of job satisfaction as a key psychological mechanism linking job characteristics to work motivation and highlight the importance of considering both enabling and constraining factors in WFA environments.

The moderating role of technological support in the relationship between job satisfaction and work motivation was examined using interaction effect analysis. The results of the moderation test are presented in Table 6.

Table 6. Moderating Effect Test Results

Relationship	T Statistic	P Values
Job Satisfaction x Technological Support → Work Motivation	2.873	0.004

Source: Data processed, 2025.

The results indicate that technological support significantly moderates the relationship between Job Satisfaction and work motivation (T = 2.873, p = 0.004). This suggests that the positive effect of job satisfaction on work motivation becomes stronger when technological support is high. In Work From Anywhere (WFA) settings, technological support acts as a critical enabling factor that facilitates the translation of positive job attitudes into motivational outcomes. Employees with high job satisfaction

are more likely to sustain their motivation when supported by reliable digital tools, communication systems, and technical assistance. Conversely, limited technological support may weaken the positive impact of job satisfaction by creating barriers to effective task execution. Overall, these findings support the moderating hypothesis and highlight the pivotal role of technological support in strengthening work motivation in WFA environments.

Discussion

The Effect of Autonomy on Work Motivation through Job Satisfaction

The findings demonstrate that autonomy has a positive and significant indirect effect on work motivation through Job Satisfaction, confirming its mediating role. This suggests that autonomy enhances employees' motivation not only directly but also indirectly by fostering more positive evaluations of their job. Consistent with Self-Determination Theory, autonomy functions as a fundamental psychological need that increases employees' sense of control, ownership, and self-direction in WFA settings. This positive work evaluation subsequently translates into higher levels of work motivation. The findings support Roche & Haar (2020), who demonstrate that autonomy influences motivation through an affective pathway, where job satisfaction serves as a key psychological mediator. Similarly, Ploszaj et al. (2025) suggest that job satisfaction acts as a critical bridge linking job design and motivational outcomes. In WFA environments, where employees rely more heavily on internal drivers due to reduced supervision, this mediating mechanism becomes increasingly important. Employees who experience autonomy but do not perceive positive work experiences may not exhibit strong motivation. From a practical perspective, organizations should not only provide autonomy but also ensure that autonomy leads to positive employee experiences through clear expectations, adequate support, and meaningful task design. Simply granting freedom without creating a satisfying work environment may limit the motivational benefits of autonomy.

The Effect of Flexibility on Work Motivation through Job Satisfaction

The findings of this study indicate that flexibility has a positive and significant indirect effect on work motivation through job satisfaction, confirming the mediating role of job satisfaction. This suggests that flexible work arrangements enhance employees' motivation primarily by improving their overall satisfaction with their job. Flexibility can be understood as a key job design feature that allows employees to better align their work responsibilities with personal needs and preferences. In Work From Anywhere (WFA) settings, flexibility in time and location reduces rigid work constraints and enables employees to manage their tasks more efficiently. This alignment contributes to a more positive evaluation of work, thereby increasing job satisfaction, which subsequently drives higher levels of motivation.

This finding in line with Berber et al. (2022) shows the effect of flexibility on motivation is not solely direct but operates through an affective mechanism. Employees do not automatically become more motivated simply because they are given flexible working arrangements, rather, flexibility must first translate into a satisfying work experience. When employees perceive flexibility as beneficial, such as reducing work-life conflict and increasing comfort, they are more likely to develop stronger motivation. At the same time, this result implicitly highlights the conditional nature of flexibility. While flexibility generally enhances job satisfaction, its effectiveness depends on employees' ability to manage boundaries between work and personal life. If flexibility leads to role ambiguity or blurred boundaries, its positive impact on satisfaction and consequently motivation may be reduced (Wilkesmann & Bassyiouny, 2025).

The organizations should design flexible work policies that not only provide discretion but also support employees in managing work boundaries effectively. Clear communication regarding expectations, workload, and availability is essential to ensure that flexibility contributes to positive job experiences. In addition, providing guidance on time management and boundary-setting can help maximize the motivational benefits of flexible work arrangements.

The Effect of Social Disconnection Interact on Work Motivation through Job Satisfaction

The findings of this study reveal that social disconnection has a significant indirect effect on work motivation through job satisfaction, with a negative direction. This indicates that reduced interpersonal interaction in Work From Anywhere (WFA) settings diminishes employees' job satisfaction, which in turn lowers their level of work motivation. This result confirms the mediating role of job satisfaction as a key psychological mechanism through which the adverse effects of social disconnection are transmitted. This finding can be explained through Self-Determination Theory, particularly the need for relatedness. When employees experience a lack of social connection, emotional support, and sense of belonging, this fundamental psychological need is not adequately fulfilled. As a result, their affective evaluation of work becomes less positive, leading to lower job satisfaction and subsequently reduced motivation.

This study contributes to the literature by highlighting a negative mediation pathway that is often overlooked in WFA research. The research by Cheng et al. (2022) emphasize the benefits of autonomy and flexibility, the findings here demonstrate that the absence of social interaction can undermine these positive effects through a psychological mechanism. In other words, even when employees have high autonomy and flexibility, the lack of social connection may weaken their motivation if it negatively affects their job satisfaction. Furthermore, the results by Akbari et al. (2025) suggest that job satisfaction serves as a critical channel through which social disconnection exerts its influence on motivation. Employees who feel isolated are less likely to develop positive emotional attachment to their work, which reduces their willingness to invest effort and remain engaged. This highlights the importance of considering both structural and social dimensions of work in understanding motivation in WFA contexts.

The organizations need to proactively mitigate the negative effects of social disconnection by fostering virtual social interaction and strengthening team cohesion. This can be achieved through regular team communication, virtual engagement activities, and supportive leadership practices that enhance employees' sense of belonging. Without such efforts, the motivational benefits of flexible work arrangements may not be fully realized.

The Role of Technological Support as Moderating Variable on Job Satisfaction and Work Motivation

The findings indicate that technological support significantly moderates the relationship between job satisfaction and work motivation in Work From Anywhere (WFA) settings. Specifically, the positive effect of job satisfaction on work motivation becomes stronger when technological support is high, suggesting that technological support functions as a critical enabling condition that facilitates the translation of positive work attitudes into sustained motivational outcomes. In WFA contexts, where work processes are highly dependent on digital platforms, employees' ability to maintain motivation is influenced not only by their affective evaluation of work but also by the availability of reliable technological resources. Without adequate digital infrastructure, even satisfied employees may encounter barriers in task execution that weaken their motivation.

This study by Liang & Liou (2022) shows that positioning technological support not merely as a background factor but as an active moderator that amplifies the effectiveness of job satisfaction. The findings by Chin et al. (2023) suggest that motivation in WFA settings is not solely driven by psychological factors but also by the availability of enabling systems that support work execution. This highlights the interdependence between affective states and contextual resources in shaping employee motivation. The results underscore the importance of investing in reliable digital infrastructure, user-friendly collaboration tools, and responsive technical support systems. Organizations should ensure seamless access to communication platforms, stable connectivity, and adequate technical assistance, while also providing training programs that enhance employees' digital competencies. Moreover, technological support appears to play a buffering role against inefficiencies in remote work environments. When technological support is strong, employees are better able to sustain productivity and engagement despite the absence of physical workplace structures. Conversely, inadequate technological support may undermine the motivational benefits derived from job satisfaction by creating obstacles that hinder effective work performance.

Conclusion

This study concludes that work motivation in Work From Anywhere (WFA) settings is shaped by the interaction of job characteristics, psychological mechanisms, and contextual enablers. Specifically, autonomy and flexibility positively influence job satisfaction, which subsequently enhances work motivation, while social disconnection negatively affects job satisfaction and reduces motivation. These findings confirm the mediating role of job satisfaction in linking job characteristics to motivational outcomes. In addition, technological support strengthens the relationship between job satisfaction and work motivation, emphasizing its role as a critical enabler in digitally mediated work environments. The findings highlight the dual nature of WFA, while it increases employees' control and flexibility, it also introduces risks associated with reduced social interaction. By integrating both enabling and constraining factors within a single framework, this study provides a more balanced understanding of work motivation in flexible work contexts.

From a managerial perspective, organizations should adopt a holistic approach to sustaining motivation in WFA environments. Beyond providing autonomy and flexibility, organizations must also mitigate social disconnection through structured virtual interaction, team engagement initiatives, and inclusive leadership practices. Investments in reliable digital infrastructure, user-friendly collaboration tools, and employee digital competency development are equally essential to ensure that

positive job attitudes translate into sustained motivation. Despite its contributions, this study has limitations. The cross-sectional design limits the ability to capture motivational changes over time, while the sample size may restrict generalizability. Future research is encouraged to employ longitudinal designs, larger and more diverse samples, and examine additional factors such as leadership style, organizational culture, and digital fatigue in shaping work motivation in WFA settings.

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