

Impact of Hybrid and On-Site Work Arrangements on Employee Motivation and Job Satisfaction in the BPO Industry: A Cross-Sectional Study

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Abstract

The purpose of this study was to investigate the impact of hybrid and on-site work arrangements on employee job satisfaction and motivation in the Metro Manila Business Process Outsourcing (BPO) industry. A total of 113 employees were included in the sample, with 62 having a hybrid work arrangement and 51 having an on-site work arrangement. The study took a quantitative, cross-sectional approach, and the Workplace Wellbeing Index was developed to assess employee motivation and job satisfaction by measuring employees' levels of satisfaction with autonomy, competence, and relatedness in the workplace through the lens of Self-Determination Theory (SDT). Despite initial hypotheses suggesting potential differences, the findings revealed that work arrangement had no significant effect on employee motivation or job satisfaction, challenging prevailing assumptions. The study rejects four out of five hypotheses, indicating that BPO employees have adapted to their respective work arrangements, finding ways to deal with potential challenges and capitalize on the benefits of their situation, resulting in comparable levels of job satisfaction and employee motivation. This study offers valuable insights for BPO employers, emphasizing the importance of providing flexible work arrangements, cultivating a culture of competence development, and fostering social connections among remote employees. Organizations can improve employee job satisfaction and motivation by optimizing work arrangements to meet employees' needs and preferences, resulting in positive outcomes for both employees and the organization.

Keywords

Employee Motivation, Job Satisfaction, On-Site Work Arrangement, Hybrid

Work Arrangement

1. Introduction

The COVID-19 pandemic has brought about significant changes in the way businesses operate, particularly for the BPO industry. With many countries implementing lockdowns and restrictions, companies had to quickly adapt to remote work arrangements to ensure business continuity. This shift to remote work came with its own set of challenges, such as managing productivity and maintaining communication and collaboration among employees. As the world slowly recovers from the pandemic, businesses are now looking to transition back to normalcy. However, the traditional way of working may no longer be feasible or desirable for many organizations, including those in the BPO industry. Rather than reverting to pre-pandemic practices, many companies have begun to move away from remote and telework arrangements to hybrid and exclusive on-site work arrangements.

According to [Venzon \(2023\)](#), many outsourcing companies were required to have their employees work on-site to receive tax benefits. However, in response to the pandemic, these firms have started implementing hybrid work models, which allow employees to work remotely. These changes were temporary, and companies are now adopting exclusive on-site or hybrid work arrangements to address concerns about data security breaches, low productivity, and poor internet connectivity. By adopting a hybrid or on-site work model, companies can provide their employees with access to better resources and infrastructure to ensure that they can work effectively. Furthermore, it's crucial for BPO industries to consider other potential disruptions that may affect remote work, such as natural disasters or power outages. As per [Dumlao-Abadilla's \(2021\)](#) report, Filinvest REIT Corp. (FILRT) predicts that more IT and BPO companies will resume on-site operations as the COVID-19 situation improves, and more people get vaccinated. FILRT's tenants, including some of the world's top BPO firms, prefer working in an office environment to avoid the challenges related to remote work. With hybrid work, companies can offer their employees more flexibility while still ensuring that they are productive and meeting their goals. On-site work arrangements, on the other hand, can provide companies with greater control over their employees' work hours and productivity. By finding the right balance between on-site and remote work, BPO companies can ensure that their employees are productive, engaged, and well-supported.

The BPO industry is also crucial to the economies of developing countries like the Philippines, generating employment, contributing to GDP growth, and foreign exchange earnings. BPO industry is one such sector that has been an early adopter of hybrid work arrangements. In the "new normal" post-pandemic era, some BPO firms adopted hybrid setups, while others mandated that all their employees work on-site. It has been observed that there is a limited amount of

research conducted on the impact of work arrangements, specifically on business process outsourcing (BPO) employees. Previous studies and literature have mainly focused on the effects of job satisfaction and employee motivation on work-from-home arrangements (Wolor et al., 2020; Sultana et al., 2021). The BPO industry has a unique work culture, characterized by extended work hours, high job demands, and performance expectations (Ananthram et al., 2018; Chaudhuri et al., 2020; Soriano, 2021). Employees in this sector are often subjected to high levels of work-related stress, burnout, and turnover intentions, which can impact their motivation and job satisfaction.

The hybrid work model has several advantages, including increased productivity, flexibility, and employee satisfaction (Contreras et al., 2020; Kolluru et al., 2021; Breugh et al., 2018; Blanchard et al., 2020). Research suggests that granting employees work autonomy, which includes the freedom to choose their working time, location, and methods, can lead to increased productivity and job satisfaction (Pavlova, 2019; Rahman, 2019; Omondi & K'Obonyo, 2018; Kaze-kami, 2020). However, the hybrid work model also has its ramifications. On the one hand, it has increased productivity, but on the other hand, it has had a holistic impact on employees' life schedules, and mental health issues have surfaced (Kolluru et al., 2021). Hence, it is crucial to study the impact of hybrid and on-site work arrangements on employee motivation and job satisfaction in the BPO industries. The study is timely and relevant, given the current global shift towards remote work arrangements and the need to better understand their implications on employee outcomes. Therefore, this study will analyze the motivation and job satisfaction of BPO employees using a cross-sectional analysis. The purpose is to compare the two work arrangements, hybrid and on-site, and gain insights into their preferences and requirements. The findings will help optimize their work performance in the constantly evolving work environment. An on-site work arrangement necessitates employees' physical presence at a designated location, while a hybrid work arrangement enables them to work both on-site and remotely.

The study's primary objective is to investigate and provide insights into several key research questions related to job satisfaction and employee motivation within the BPO industry. Firstly, this study seeks to identify the differences in job satisfaction and employee motivation between BPO employees working in hybrid arrangements and those operating solely on-site. Secondly, this study aims to determine the contributing factors that lead to the observed differences in job satisfaction and motivation among BPO employees in both types of work arrangements. Finally, this study endeavors to shed light on the implications of these findings for employers within the BPO industry, offering valuable guidance on optimizing work arrangements to enhance employee job satisfaction and motivation.

1.1. Job Satisfaction

The concept of job satisfaction is multi-faceted and cannot be defined by a single

definition. It pertains to positive emotions such as contentment and happiness, which an individual experiences in relation to their work and work experience (Riyanto et al., 2021). Specifically, HD & Lakhawat (2021) defined job satisfaction as an emotional response that employees have towards their job, determined by comparing the outcomes they have achieved with their desired outcomes. On the other hand, Alfaleh et al. (2021) defined job satisfaction as a measure of an individual's feelings towards their work, which can either be positive or negative, and is indicative of the level of contentment and fulfillment an employee experiences in their job. Despite the variations in definition, all authors agree that job satisfaction involves positive emotions and feelings towards one's work.

Job satisfaction is not just about the attainment of desired outcomes, but also about the journey towards achieving those outcomes. It is influenced by a combination of intrinsic and extrinsic factors that interact with an individual's personality, values, and expectations. Extrinsic job satisfaction refers to satisfaction that comes from factors outside the job itself, such as salary, benefits, and the work environment. In contrast, intrinsic job satisfaction is related to the nature of the job itself and how it is performed. This can include the level of challenge and complexity of the work, the degree of autonomy and control employees have over their work, and the level of variety and creativity involved in the job (Riyanto et al., 2021). In essence, job satisfaction is an individual's subjective perception and evaluation of their job, based on their expectations, experiences, and overall level of contentment. It is a dynamic construct that can fluctuate over time, influenced by various internal and external factors.

1.2. Employee Motivation

Motivation is a crucial factor that drives human behavior, and it plays a significant role in determining an individual's level of engagement and productivity in the workplace. For employers, understanding and fostering employee motivation is critical for creating a positive work environment and achieving organizational goals. Employee motivation can be defined as the internal drive or impulse that prompts a person to act towards achieving a specific goal related to their work or job (Riyanto et al., 2021). Motivation can be defined as a process that drives an individual to pursue and achieve their goals with a certain level of intensity, direction, and perseverance. This process involves a complex interplay of internal and external factors that influence an individual's behavior, leading them to act towards achieving their objectives (Sudiardhita et al., 2018). Positive motivational philosophy and practice can have a significant impact on productivity and the quality of work. When employees are motivated, they tend to be more engaged, committed, and productive, resulting in higher-quality work and better overall performance. One approach to positive motivational philosophy and practice is known as the self-determination theory (SDT), which suggests that individuals are naturally motivated to pursue activities that satisfy their ba-

sic psychological needs for autonomy, competence, and relatedness. When these needs are met, individuals tend to be more motivated, engaged, and productive in their work.

1.3. Theoretical Development

Self-Determination Theory (SDT) can be used to explain the impact of hybrid and on-site work arrangements on employee motivation and job satisfaction in the BPO industry. According to SDT, individuals have three innate psychological needs: autonomy, competence, and relatedness. Given the importance of SDT in providing a deeper understanding of employee motivation and job satisfaction, it is essential for the researcher to consider the psychological needs of employees when designing and implementing hybrid and on-site work practices. This should include providing employees with autonomy to make decisions, offering them meaningful work that allows them to develop their competence, and ensuring that employees feel connected to their colleagues, which can be achieved through effective communication and collaboration (Manganelli et al., 2018).

The success of organizations relies on having a high-performing workforce, which in turn requires motivated employees. According to Self-Determination Theory (SDT), there are three fundamental psychological needs that are inherent to all individuals: the need for autonomy, the need for competence, and the need for relatedness. These needs must be met to achieve optimal motivation and well-being and can contribute to the overall success of an organization (Kaabo-meir et al., 2022; Kanat-Maymon et al., 2018). Autonomous forms of motivation are highly desirable in the workplace because they are linked to positive and adaptive outcomes, such as work satisfaction. Numerous studies have found that individuals who experience autonomous motivation in their work tend to feel more satisfied with their jobs (Breugh et al., 2018; Kanat-Maymon et al., 2018; Blanchard et al., 2020). By contrast, controlled motivation is seen as limiting and potentially harmful to well-being and optimal functioning. This study will be anchoring self-determination theory (SDT) as a framework for understanding the motivational factors that influence employee job satisfaction and motivation in the context of hybrid and on-site work arrangements. SDT is a widely used theory in the field of psychology and has been applied to various domains, including employee motivation and job satisfaction. By anchoring the study in SDT, the researcher aims to provide a comprehensive understanding of the factors that influence employee motivation and job satisfaction in the BPO industry, which can have implications for the design of work arrangements and policies that enhance employee well-being and productivity.

The theory of Self-Determination (SDT) is a strong and suitable foundation for the study because in a stable and predictable environment, people may be motivated by external factors such as rewards or fear of punishment and may be able to perform repetitive tasks without much self-motivation (Gagné et al.,

2022). However, in an uncertain environment, individuals are more likely to thrive when they have a sense of autonomy and self-determined motivation, which can lead to higher levels of creativity, proactivity, and cognitive flexibility (Gagné et al., 2022; Brunelle & Fortin, 2021). Therefore, SDT can be used to understand how different work arrangements can affect an individual's need for autonomy, competence, and relatedness, and how these needs can, in turn, affect job satisfaction and motivation. Breugh et al. (2018) state that past studies have often investigated the relationship between Self-Determination Theory (SDT) and job satisfaction and have consistently found positive correlations. Because job satisfaction is a dependable and valid measure to assess the theory, this reinforces the appropriateness of SDT as a theoretical framework for exploring the motivational and job satisfaction factors in the BPO industry, particularly in the context of hybrid and on-site work arrangements. Furthermore, the use of job satisfaction as a reliable and valid outcome variable to test the theory strengthens the credibility of the study's methodology and results. Therefore, the application of SDT as a work motivation theory in this study can provide valuable insights for researchers, practitioners, and organizations interested in enhancing employee motivation and job satisfaction in the BPO industry.

2. Literature Review

In recent years, the impact of remote work, particularly work from home (WFH), on employee motivation and job satisfaction has been a topic of interest (HD & Lakhawat, 2021; Devadarshini et al., 2020). However, with the ongoing transition back to in-person work, the Business Process Outsourcing (BPO) industry has adopted a range of new work arrangements, including hybrid and exclusive on-site work arrangements. Given these changes, there is a need to examine the impact of these new work arrangements on employee motivation and job satisfaction in the BPO industry. In this study, we will conduct a cross-sectional analysis to investigate the impact of hybrid and on-site work arrangements on employee motivation and job satisfaction in the BPO industry. To provide context for this analysis, we will first review relevant literature and studies that focus on WFH and remote work arrangements, as well as studies that examine the factors that influence employee motivation and job satisfaction in the BPO industry more broadly.

The studies conducted by HD & Lakhawat (2021), Baert et al. (2020), Chung et al. (2020) and Brynjolfsson et al. (2020) have shed light on the gender differences in the attitudes towards telework. These studies found that women tend to be more motivated by the flexibility and increased autonomy that telework provides. Women also reported experiencing a smaller negative impact of telework on potential work-family conflicts and a greater increase in job satisfaction compared to men. The authors suggest that traditional gender roles, which often assign women more care responsibilities than men, may be a contributing factor to these gender differences. By providing more flexibility to balance work and

caregiving responsibilities, telework may be particularly beneficial to women and contribute to their increased job satisfaction. However, it is worth noting that despite the gender differences in motivation for telework, most of the employees who participated in the survey did not indicate a preference for teleworking in the future. This also supports the findings from the study of [Rahman \(2019\)](#), which posited that while teleworking initially increases job satisfaction, as usage increases, job satisfaction tends to decrease due to feelings of isolation and blurred work-life boundaries. Therefore, to maximize these benefits while also addressing the potential drawbacks of telework, companies may need to consider offering a hybrid model of work that allows employees to work both remotely and in the office. This approach can provide employees with the flexibility to work in a way that best suits their needs and preferences while also fostering collaboration and social interaction among colleagues. The benefits of flexible work arrangements (FWA) such as increased commitment, job satisfaction, work-life balance, autonomy, and reduced turnover rates and work-family conflict are well known ([Rahman, 2019](#); [Omondi & K'Obonyo, 2018](#)).

[Devadarshini et al. \(2020\)](#) conducted a study on remote job satisfaction among IT professionals and found that despite challenges such as poor internet connectivity and a less friendly work environment, most employees were satisfied with their remote work experience. These findings are consistent with those of [Delle-Vergini \(2018\)](#), who discovered that employees working from home also face similar challenges but are still satisfied with the benefits of working from home. In the study of [Devadarshini et al. \(2020\)](#), it's highlighted that the experience of working from home varied between married and unmarried individuals. Married individuals tended to be more comfortable with remote work as it allowed them to spend more time with their families, while unmarried individuals expressed a preference for working in an office environment alongside their colleagues. This finding is significant as it suggests that companies need to consider the needs and preferences of different employee groups when developing remote work policies. Companies that can offer flexible work arrangements that accommodate the needs of both married and unmarried employees are likely to have higher levels of employee satisfaction and motivation.

[Aslan et al. \(2022\)](#) conducted a study to examine the relationship between work location and job satisfaction. Surprisingly, the study did not find a significant relationship between the two variables. This means that regardless of whether employees worked exclusively at the workplace, had a hybrid work arrangement or working exclusively at home, their level of job satisfaction remained similar. This finding challenges the common assumption that remote work necessarily leads to higher levels of job satisfaction and highlights the need for further research in this area. It is important to note that this study was conducted in a single BPO organization, and the results may not be generalizable to

the wider population or applicable to other organizations in different contexts.

Ballad et al. (2022) found that in their study, the majority of respondents preferred an alternating work arrangement of office-based and work-from-home on a weekly basis. The reason for this preference was that not all employees needed to be present at the company, and scheduling employees accordingly could help lessen the adverse effects of COVID-19. The findings suggest that an alternating work arrangement could be a viable option for companies as they transition back to normal operations following the COVID-19 pandemic. This type of arrangement can help to reduce the number of people present in the office at any given time, which can minimize the risk of virus transmission and keep employees safe.

Self-determination theory (SDT) is a widely used theory in psychology that focuses on the importance of intrinsic motivation and personal growth in human behavior. Many studies have utilized SDT as a framework for investigating various topics such as motivation and job satisfaction. In the study by Breugh et al. (2018), they found that workers who followed SDT principles were more likely to have greater job satisfaction. This suggests that managers and organizations can encourage higher job satisfaction by creating a work environment that supports SDT principles. This may involve offering employees opportunities to work on tasks that match their interests and values and providing them with greater independence and flexibility in their work. Similarly, the study by Blanchard et al. (2020) also grounded in SDT, found that a good fit between a person's values, skills, and personality and the organization's culture, values, and goals can lead to better outcomes. However, this fit is most effective when the manager or leader provides support and autonomy to the employee, which in turn leads to increased motivation and ultimately, job satisfaction. These studies are both based on the Self-Determination Theory (SDT), which suggests that people are more likely to be motivated and satisfied with their work when they feel a sense of autonomy, competence, and relatedness. These studies suggest that creating a work environment that supports SDT principles, including offering autonomy, providing opportunities for growth and development, and creating a sense of relatedness and belonging, can lead to higher job satisfaction and better outcomes for employees (Manganelli et al., 2018; Gagné et al., 2022; Kaabomeir et al., 2022; Breugh et al., 2018; Blanchard et al., 2020).

The COVID-19 pandemic has resulted in a massive shift towards remote work arrangements, which has impacted job satisfaction among remote workers. The study by Wang et al. (2021) found that remote work had both positive and negative effects on job satisfaction among remote workers. On the positive side, remote work increased job autonomy and communication effectiveness, which can lead to greater control over work tasks and improved communication with supervisors and colleagues. These findings are consistent with the study by Alfaleh et al. (2021), which found that remote workers in a medical call center reported higher levels of job satisfaction, particularly regarding job autonomy. However,

considering the overall job satisfaction in relation to work arrangements, Wang et al. (2021) found that remote workers were more satisfied with their job than on-site workers, while the study by Alfaleh et al. (2021) found that on-site workers in a medical call center were more satisfied in most investigated aspects. These differing findings suggest that the impact of remote work on job satisfaction can vary depending on the specific job and industry. While remote work can provide increased job autonomy and communication effectiveness, it may also result in feelings of loneliness and high workload. On-site work, on the other hand, may provide a more supportive work environment and social connections, but it may limit job autonomy and flexibility.

Almusaddar et al. (2018) conducted a study that aimed to identify and prioritize areas for improvement in middle management employees of Palestinian municipalities. The results of the study showed that competence was the most important factor in influencing performance, followed by satisfaction, knowledge, and motivation. The study recommended that organizations focus on providing training and development opportunities to improve the competence of their employees. In addition, creating a positive work environment that fosters job satisfaction is also recommended.

Drawing from self-determination theory (SDT) as a foundation and incorporating findings from a literature review, the following hypotheses were formulated:

Hypothesis 1: Hybrid work arrangements will lead to higher levels of employee motivation compared to exclusive on-site work arrangements.

Hypothesis 2: Hybrid work arrangements will lead to higher levels of job satisfaction compared to exclusive on-site work arrangements.

Hypothesis 3: The impact of autonomy on employee motivation and job satisfaction will be stronger for those who work in a hybrid work arrangement compared to those who work on-site.

Hypothesis 4: The impact of relatedness on employee motivation and job satisfaction will be stronger for those who work on-site compared to those who work in a hybrid work arrangement.

Hypothesis 5: The impact of competence on employee motivation and job satisfaction will be similar for both hybrid and on-site work arrangements.

3. Methodology

This study invited BPO employees from various industries in Metro Manila to participate. A total of 113 employees ($N = 113$) were included in the sample, consisting of 62 employees with a hybrid work arrangement and 51 employees with an on-site work arrangement. Prior to their inclusion in the study, all employees were asked to sign an informed consent form. Demographic characteristics are shown in **Table 1**.

Understanding the demographic profile of employees is crucial for comprehending the diverse workforce engaged in the Business Process Outsourcing

Table 1. Demographic characteristics of BPO employees with a hybrid and on-site work arrangement.

Variables	Work Arrangement			
	Hybrid (<i>N</i> = 62)		On-site (<i>N</i> = 51)	
	<i>N</i>	%	<i>N</i>	%
Gender				
Female	26	42	29	57
Male	24	39	16	31
LGBTQ+	11	18	5	10
Others	-	-	1	2
Age				
18 - 24	8	13	8	16
25 - 54	54	87	42	82
55 - 65	-	-	1	2
Civil Status				
Single	46	74	43	84
Married	13	21	6	12
Separated	3	5	1	2
Widowed	-	-	1	2
Business Function				
Front Office	34	55	26	51
Back Office	28	45	25	49

Note. Total *N* = 113.

(BPO) industry in Metro Manila. **Table 1** provides a complete summary of the demographic features of BPO employees who adopt either a hybrid or on-site work arrangement. These key demographic variables shed light on the composition of the workforce participating in this study and serve as a foundation for the subsequent analysis of the impact of work arrangements on job satisfaction and employee motivation.

The data in **Table 1** encompasses essential demographic factors such as age, gender, civil status and business function within the BPO industry. By examining these variables, the researcher aims to discern potential patterns or trends that may influence employee experiences and perceptions in the context of hybrid and on-site work settings.

This scale comprises three domains: autonomy, competence, and relatedness, with each domain having a very high level of internal consistency and reliability, as indicated by their respective Cronbach's alpha scores of 0.88, 0.91, and 0.92. **Table 2** shows the Cronbach's alpha scores for the dependent variables—employee

Table 2. The workplace wellbeing index's reliability.

Domains	Cronbach's alpha
Autonomy	0.879965642
Competence	0.913418431
Relatedness	0.919368836
Employee Motivation	0.948509549
Job Satisfaction	0.928601791
Overall	0.978023356

Note: 0.80 - 1.0 = Very High Reliability.

motivation and job satisfaction are 0.95 and 0.93, respectively, indicating that the items within each domain are highly reliable and effectively measure an employee's level of motivation and job satisfaction. The overall Cronbach's alpha score for the Workplace Wellbeing Index is 0.98, indicating excellent internal consistency and reliability across all domains and dependent variables. Developing a valid and reliable scale is crucial for ensuring that the study's findings accurately reflect the participants' experiences and perspectives on employee motivation and job satisfaction in the BPO industry.

3.1. Design and Procedure

This study employed a quantitative, cross-sectional approach and identified Work Arrangement (Hybrid vs On-site) as the independent variable (IV). To measure BPO employees' motivation and job satisfaction, the researcher developed the Workplace Wellbeing Index, which measured their levels of satisfaction with autonomy, competence, and relatedness in the workplace. The use of this scale was intended to provide a comprehensive evaluation of the impact of work arrangement on employees' motivation and job satisfaction, with the three domains from Self-Determination Theory serving as key indicators. By examining these factors, the study sought to offer insights into the benefits and drawbacks of different work arrangements and the strategies that BPO industries can implement to improve employee well-being and productivity.

Adopting the cross-sectional design enables the collection of data from both on-site and hybrid BPO employees at a single instance which allowed for the comparison of their levels of motivation and job satisfaction, enabling the researcher to draw inferences about the impact of work arrangement on these outcomes. Moreover, this approach is efficient and cost-effective, as it does not require follow-up data collection, making it a suitable option for studies with limited resources or time constraints.

In this study, the researcher used purposive sampling to identify potential participants using online platforms like social media to reach out to BPO employees who work in the target work arrangements. The data were collected using a self-administered questionnaire that was distributed online to the selected

participants via Google Forms. By using this sampling technique, the researcher selected participants who have relevant experiences and perspectives related to the study's research questions, which increases the study's internal validity.

3.2. Measures

The Workplace Wellbeing Index was developed after conducting a thorough literature review to identify relevant constructs and measures related to workplace wellbeing. The literature review focused on the Self-Determination Theory (SDT) as a theoretical framework for understanding employee motivation and job satisfaction. Based on the findings from the literature review, a set of Likert-type (5-point scale) items was generated to measure the domains of autonomy, competence, and relatedness in the workplace. It is important for the researcher to ensure that the items in the self-administered questionnaire are not only relevant to the study's research questions but also clear and concise.

For any study to be considered credible, it is essential to guarantee the validity and reliability of the research instrument. Three validators were consulted to ensure methodological rigor; they carefully examined the questionnaire items and provided insightful commentary on both its structure and content. The three validators engaged in this process bring a wealth of experience and expertise in organizational psychology and human resources management. One validator is an accomplished professional with a master's degree in Industrial-Organizational psychology and possesses over seven years of experience in conducting research and leadership positions in BPO industry. The two validators, on the other hand, have over five years of experience in Human Resources management.

To achieve this, the researcher engaged three validators who reviewed the items and provided their insights. The feedback provided by the validators helped the researcher to modify the items and improve the overall quality of the questionnaire.

4. Results

The study collected data from BPO employees in Metro Manila who work in either hybrid or on-site work arrangements and analyzed the data using a combination of descriptive statistics, correlation and ANOVA. Descriptive statistics was used to summarize and analyze the data collected from the study participants. This provided insight into the average levels of employee motivation and job satisfaction in both hybrid and on-site work arrangements. Correlation analysis was used to examine the relationship between the three domains of Self-Determination Theory (autonomy, competence, and relatedness) and the dependent variables of employee motivation and job satisfaction. ANOVA, or analysis of variance, was used to determine whether there were significant differences between the independent variables Hybrid and On-site work arrangements on employee motivation and job satisfaction, and the three constructs—

autonomy, competence, and relatedness. This statistical method allowed for the identification of any significant differences in employee motivation and job satisfaction based on work arrangement type, as well as any potential factors that may have contributed to these differences.

Table 3 shows the means, standard deviations, and correlations among the variables in the study. The three domains of Self-Determination Theory (autonomy, competence, and relatedness) are measured using the Workplace Well-being Index scale, while employee motivation and job satisfaction are the dependent variables.

The means for the different domains of self-determination range from 3.81 to 4.17, indicating that employees generally have high levels of autonomy, competence, and relatedness in the workplace. Employee motivation and job satisfaction also have relatively high mean scores of 4.13 and 3.91, respectively. The standard deviations for the variables range from 0.78 to 0.83, suggesting that there is some variability in the responses of employees to the survey items.

The correlations among the variables reveal that all domains of self-determination are positively and significantly correlated with employee motivation and job satisfaction. Autonomy has a moderate positive correlation with employee motivation ($r = 0.66$) and job satisfaction ($r = 0.77$), while competence and relatedness have strong positive correlations with both employee motivation ($r = 0.86$ and $r = 0.86$, respectively) and job satisfaction ($r = 0.82$ and $r = 0.88$, respectively).

These findings suggest that providing employees with opportunities for autonomy, fostering their sense of competence, and promoting positive relationships in the workplace may lead to higher levels of employee motivation and job satisfaction. The strong positive correlations between the domains of self-determination and employee motivation and job satisfaction indicate that enhancing these factors in the workplace could be a key strategy for improving employee well-being and productivity.

Figure 1 suggests that there is no significant effect of work arrangement (hybrid vs. on-site) on employee motivation (Hypothesis 1) and job satisfaction (Hypothesis 2). Therefore, this study rejects these two hypotheses thus the researcher posits that the existing literature is insufficient to support that hybrid work arrangements lead to higher levels of employee motivation and job satisfaction

Table 3. Means and standard deviations and correlations between variables.

	Variables	Mean	SD	1	2	3	4
1	Autonomy	3.81	0.81				
2	Competence	4.17	0.82	0.75**			
3	Relatedness	3.96	0.78	0.75**	0.84**		
4	Employee Motivation	4.13	0.81	0.66**	0.86**	0.86**	
5	Job Satisfaction	3.91	0.83	0.77**	0.82**	0.88**	0.82**

Note that (**) indicates that the correlation coefficients are significant at $p < 0.05$.

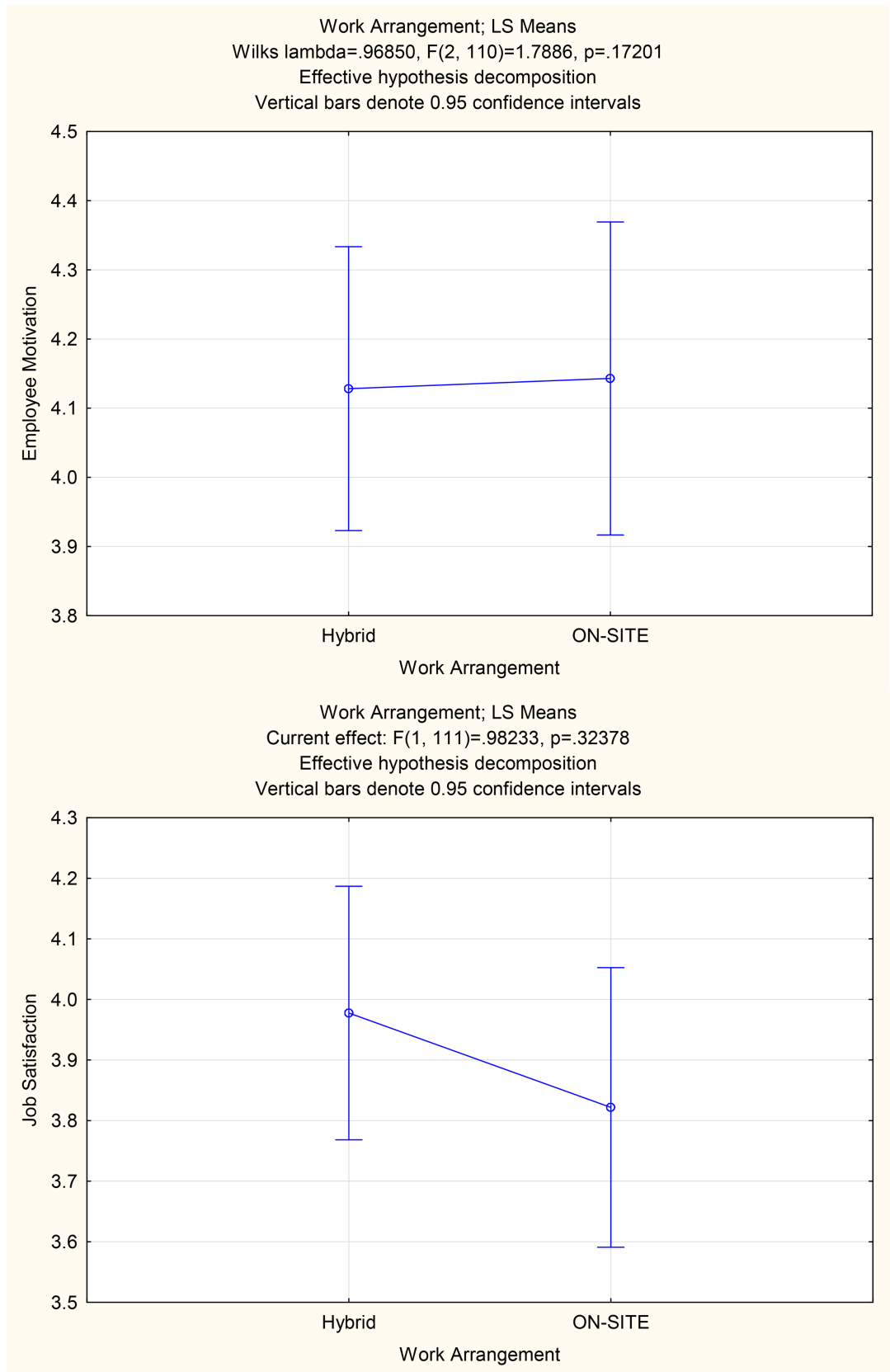


Figure 1. One-Way ANOVA of employee motivation and job satisfaction between hybrid and on-site work arrangements.

compared to on-site work arrangements (Contreras et al., 2020; Kolluru et al., 2021; Breugh et al., 2018; Blanchard et al., 2020). These findings imply that the type of work arrangement alone may not be a strong predictor of employee motivation and job satisfaction. While there were slight differences in the mean scores for employee motivation and job satisfaction between the hybrid and on-site work arrangements, these differences were not statistically significant.

The finding that employee motivation is higher for on-site BPO employees and lower for hybrid BPO employees, while job satisfaction is higher for hybrid BPO employees than on-site BPO employees, suggests that these two constructs may be influenced by different factors. Employee motivation may be influenced by factors such as the sense of belonging and connectedness that comes with working on-site, as well as the immediacy and responsiveness of on-site supervisors and colleagues. On the other hand, job satisfaction may be influenced by factors such as work-life balance, flexibility, and the ability to work remotely, which are more prevalent in hybrid work arrangements.

The data in **Table 4** indicates that the mean score for employee motivation was marginally lower for the hybrid work arrangement (4.12) than the on-site work arrangement (4.15). Conversely, the mean score for job satisfaction was slightly lower for the on-site work arrangement (3.83) compared to the hybrid work arrangement (3.97). Although the mean scores for both employee motivation and job satisfaction between the hybrid and on-site work arrangements were in close proximity, there were some differences between the two work arrangements that are worth noting.

The small differences in mean scores suggest that both work arrangements have the potential to positively impact employee motivation and job satisfaction. However, there may be specific factors that make one work arrangement more effective than the other in promoting these outcomes. For instance, the slightly

Table 4. Means, standard deviations and Cronbach's alpha coefficient for the hybrid and on-site work arrangements.

Domain	No. of items	Mean (SD)		Alpha Coefficient	
		Hybrid	On-site	Hybrid	On-site
Autonomy	7	3.95 (0.73)	3.65 (0.88)	0.88	0.88
Competence	6	4.25 (0.70)	4.09 (0.95)	0.89	0.93
Relatedness	8	4.00 (0.74)	3.91 (0.83)	0.93	0.91
Employee Motivation	9	4.12 (0.73)	4.15 (0.91)	0.93	0.96
Job Satisfaction	7	3.97 (0.75)	3.83 (0.92)	0.93	0.93

Notes: $N_{\text{Total}} = 113$; $N_{\text{Hybrid}} = 62$; $N_{\text{On-site}} = 51$.

higher mean score for employee motivation in the on-site work arrangement may be due to the benefits of face-to-face interaction and collaboration, which can foster a sense of community and support among employees. On the other hand, the slightly higher mean score for job satisfaction in the hybrid work arrangement may be due to the greater flexibility and autonomy that remote work can offer, which can allow employees to better balance work and personal life.

While the mean score for employee motivation was slightly lower for the hybrid work arrangement compared to the on-site work arrangement, the difference was very small and not statistically significant. Similarly, while the mean score for job satisfaction was slightly higher for the hybrid work arrangement compared to the on-site work arrangement, the difference was also relatively small and not statistically significant. Therefore, further research with a larger sample size or different methodology may be needed to determine whether hybrid work arrangements lead to higher levels of employee motivation and job satisfaction compared to exclusive on-site work arrangements.

Thus, it is important for employers to carefully consider the specific needs and preferences of their employees when designing and implementing work arrangements. While both on-site and hybrid work arrangements can be effective in promoting employee motivation and job satisfaction, the ideal work arrangement may vary depending on the unique context of the workplace and the preferences of individual employees (Aslan et al., 2022). Furthermore, organizations may need to adopt other strategies to promote employee motivation and job satisfaction, such as providing opportunities for skill development, creating a positive work environment, and offering meaningful incentives and rewards. These findings suggest that relying solely on hybrid work arrangements to enhance employee motivation and job satisfaction may not be effective. Further investigation is needed to identify the specific factors that contribute to employee motivation and job satisfaction in the workplace, which can inform the development of targeted interventions to enhance these outcomes.

Figure 2 provides useful insights into the differences in autonomy, competence and relatedness scores between the hybrid and on-site work arrangements.

Interesting trends are revealed by the curve indicating autonomy scores, despite the absence of statistical significance. The higher average autonomy score in the hybrid arrangement suggests potential advantages in terms of employee control over work and decision-making processes. The upward peaks in the hybrid curve may indicate periods of increased autonomy, aligning with the suggestion that granting employees autonomy can enhance motivation and job satisfaction (Pavlova, 2019; Rahman, 2019; Omondi & K'Obonyo, 2018; Kazekami, 2020). Therefore, while the data suggests that there may be a trend towards higher levels of autonomy leading to higher levels of employee motivation and job satisfaction in hybrid work arrangements compared to on-site work arrangements, it is conclusive to reject Hypothesis 3 (H3).

Similarly, the competence curve, when considered alongside the statistical analysis, highlights the potential impact of the hybrid work arrangement on

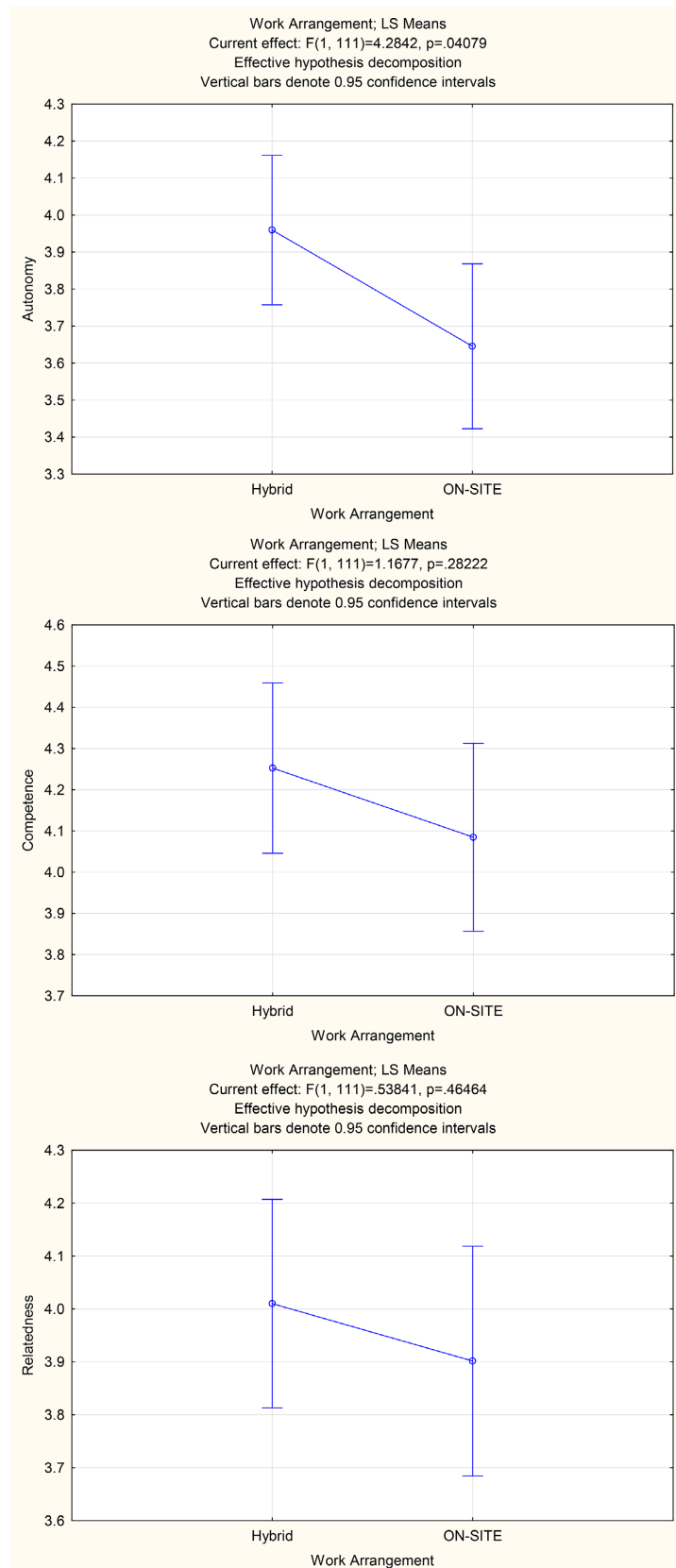


Figure 2. One-Way ANOVA of autonomy, competence, and relatedness between hybrid and on-site work arrangements.

employees' learning and skill development. The higher mean value of the hybrid work arrangement suggests that, on average, employees in this arrangement may experience slightly higher competence scores. One possibility is that the hybrid work arrangement may provide employees with more opportunities to learn and develop new skills, as they may have access to online resources and training programs that are not available on-site. Additionally, the increased autonomy and flexibility of the hybrid work arrangement may allow employees to work in a more self-directed manner, which could lead to higher levels of confidence and competence. These findings suggest that the impact of competence on employee motivation and job satisfaction is similar for both hybrid and on-site work arrangements. Thus, results support the Hypothesis 5 (H5) that the impact of competence on employee motivation and job satisfaction will be similar for both hybrid and on-site work arrangements.

While the relatedness scores did not reach statistical significance, the curve provides context to the narrative. The higher mean value in the hybrid arrangement suggests that, on average, employees may have slightly higher relatedness scores. The curve may reveal peaks corresponding to periods where interaction and relationship-building were facilitated through communication technology and a company culture fostering connectedness among remote employees. One possible explanation for the higher relatedness scores in the hybrid work arrangement is that it provides more opportunities for employees to interact and build relationships with colleagues, even if they are not physically present in the same location. This could be facilitated using communication technology and company culture that fosters a sense of connectedness among remote workers. These factors could contribute to higher relatedness scores for employees in the hybrid work arrangement. However, this result contradicts Hypothesis 4 (H4), which suggests that the impact of relatedness on employee motivation and job satisfaction will be stronger for those who work on-site compared to those who work in a hybrid work arrangement. Whilst the rejection of H4, the data suggests that there may be a trend towards higher levels of relatedness leading to higher levels of employee motivation and job satisfaction in on-site work arrangements compared to hybrid work arrangements. However, the difference was not statistically significant which denotes that the impact of relatedness on employee motivation and job satisfaction seems to be similar between hybrid and on-site work arrangements, with some individual variability in relatedness scores within each work arrangement. This study refutes four out of five hypotheses, indicating that the commonly held belief in the existing literature, which suggests that hybrid work arrangements lead to greater job satisfaction and employee motivation compared to on-site work arrangements, may not be accurate or fully applicable in all situations. The study's rejection of these hypotheses highlights the need for a more nuanced understanding of the factors that influence job satisfaction and motivation within different work arrangements.

Figure 3 suggests that Civil Status and Age Category may play a role in

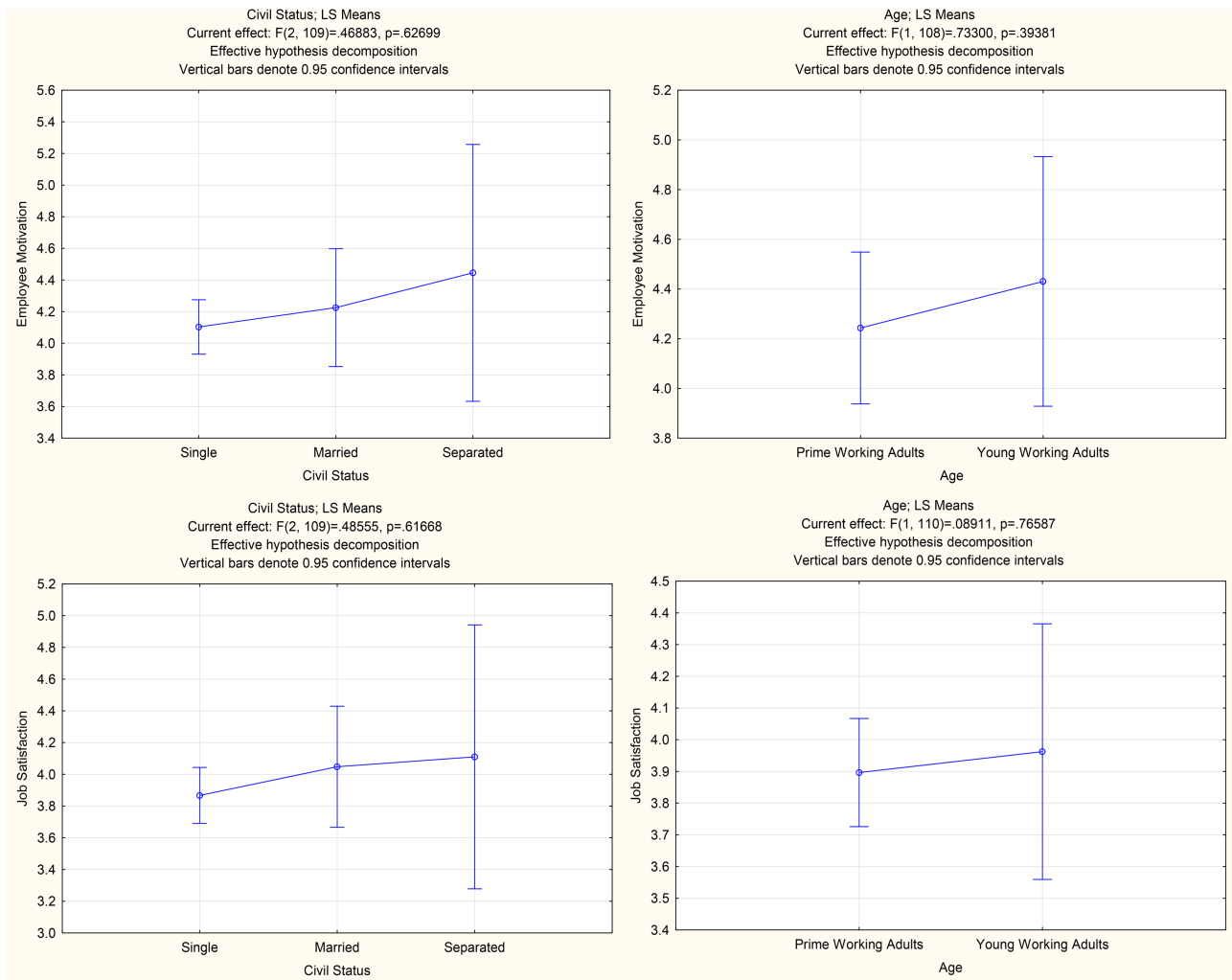


Figure 3. Main effects ANOVA of civil status and age category on employee motivation and job satisfaction.

determining employee motivation and job satisfaction, albeit with limited statistical significance. This has important implications for the BPO industry and organizational management more broadly.

Firstly, the observed pattern of higher mean scores for Separated BPO employees and lower mean scores for single BPO employees for employee motivation and job satisfaction, could suggest that the marital status of employees may influence their job attitudes. Singles may have different priorities and values compared to married or separated individuals. They may place a higher value on career advancement and personal growth, while married or separated individuals may prioritize stability and work-life balance. Several studies demonstrated that marital status could impact job satisfaction, with married individuals being generally more satisfied with their jobs than single individuals (Bajrami et al., 2021; Kara, 2020; Mocheche et al., 2018). If the BPO industry does not provide sufficient opportunities for career growth and development, this could potentially lead to lower motivation and job satisfaction among singles. Secondly, there are several factors that could be contributing to lower motivation and job

satisfaction among prime working adults. One possible explanation is that as individuals get older, they may have higher levels of work and family responsibilities, which can lead to higher levels of stress and burnout. As workers age, their ability to adapt to stressors tends to decrease, which can lead to an increased risk of burnout (Marchand et al., 2018; Harris et al., 2018). Additionally, older employees may be less motivated to perform their job effectively due to factors such as retirement plans or reduced career aspirations (Warr, 2020). Managers could consider strategies to leverage the strengths of younger employees, such as providing more opportunities for learning and development, or increasing the autonomy and decision-making responsibilities of younger employees. In conclusion, while the statistical significance of the findings may be limited, the patterns observed in the data have important implications for organizational management in the BPO industry. Further research is needed to explore the underlying mechanisms behind these patterns and to test the generalizability of these findings to other industries and contexts.

Figure 4 indicates that there is no statistically significant effect of business

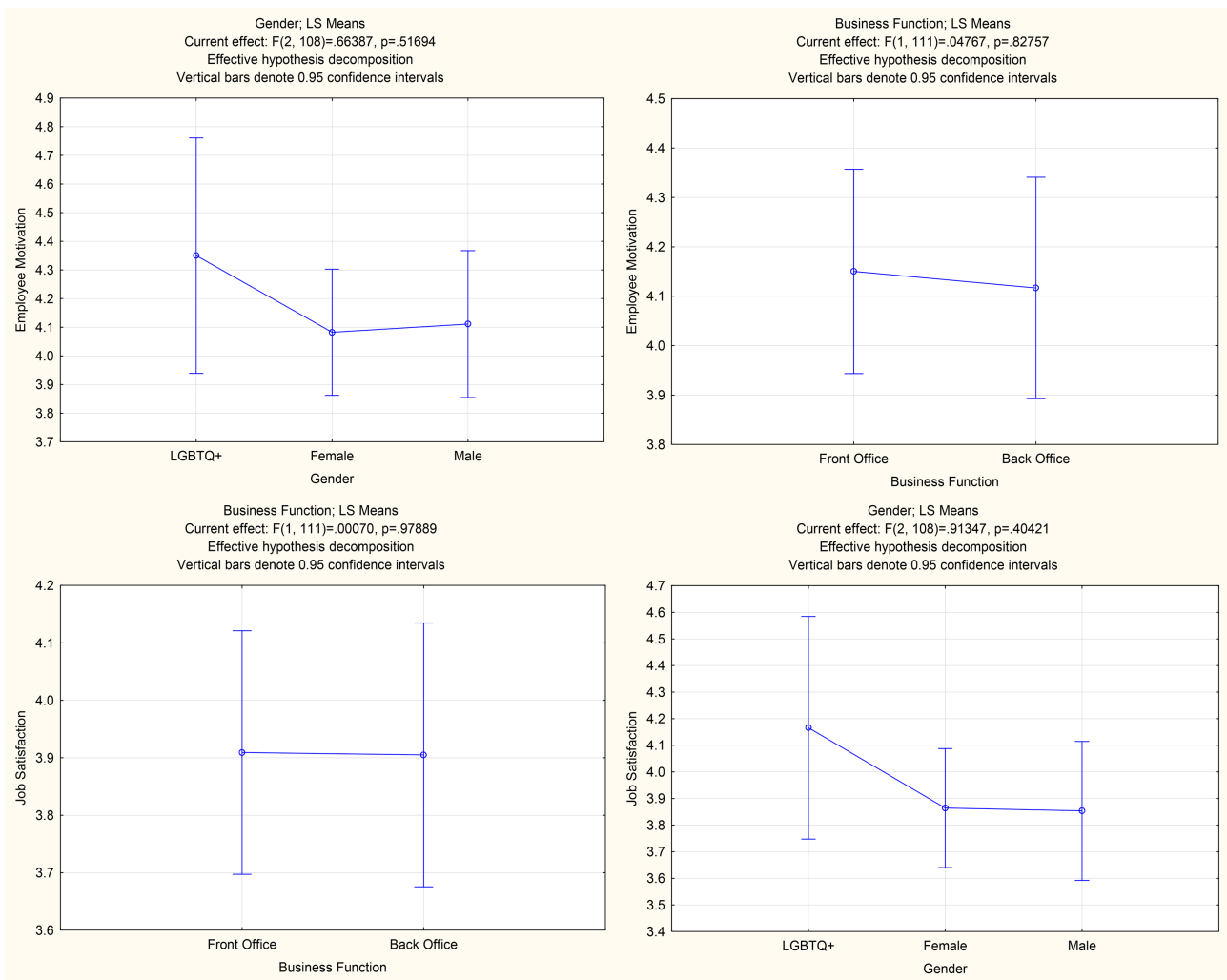


Figure 4. Main effects ANOVA of business function and gender on employee motivation and job satisfaction.

function or gender on employee motivation and job satisfaction. However, it is important to note that there are some interesting findings in the data. For business function, it appears that front-office BPO employees have higher mean scores for employee motivation and job satisfaction compared to back office. This could imply that the nature of the work and job responsibilities in front office BPO may be more motivating and satisfying for employees compared to back-office roles. This is consistent to the study of [Sudiardhita et al. \(2018\)](#) that employers can potentially enhance employee satisfaction and motivation by offering challenging work opportunities to their employees. This finding could have implications for organizations that want to improve employee motivation and job satisfaction, as they may want to consider how to design and structure jobs to make them more fulfilling.

For gender, the data suggest that LGBTQ+ individuals have the highest mean scores for employee motivation and job satisfaction, followed by males, and lastly females. This finding could have important implications for organizations that want to create a more diverse and inclusive workplace. It suggests that creating an environment that is accepting and supportive of LGBTQ+ employees could lead to higher levels of motivation and job satisfaction. This supports the findings in the study of [Hur \(2020\)](#) that incorporating and embracing LGBTQ+ employees in the workplace can result in significant advantages, including committed and loyal employees. As a result, organizations that prioritize LGBTQ+ employee inclusion will be better positioned to attract and retain top talent. Thus, it may be beneficial for organizations to examine potential differences in motivation and job satisfaction between genders and work towards creating a more equitable and inclusive workplace for all employees.

Although the results did not find statistically significant differences, the findings provide insights that could be useful for organizations looking to improve employee motivation and job satisfaction. It suggests that organizations should pay attention to job design and creating an inclusive workplace environment to promote higher levels of motivation and job satisfaction among their employees.

5. Discussion

As the BPO industry expands worldwide it is crucial for employers to design work arrangements that maximize employee satisfaction and motivation. The Self Determination Theory (SDT) provides a framework, for understanding the needs that contribute to these outcomes, such as autonomy, competence and relatedness. This study aimed to investigate how hybrid and on-site work setups affect these aspects and their impact, on job satisfaction and employee motivation. By considering the domains of autonomy, competence, and relatedness through the lens of SDT, organizations can gain a deeper understanding of the psychological needs that drive employee motivation and job satisfaction and make informed decisions about optimizing work arrangements to improve these outcomes. The study aims to identify the optimal work arrangements that can

improve employee job satisfaction and motivation in the BPO industry.

According to the study's findings, there is no significant difference in employee motivation and job satisfaction between hybrid and on-site work arrangements. Employee motivation and job satisfaction mean scores were very close between the two work arrangements. [Aslan et al. \(2022\)](#) conducted a study to investigate the relationship between work location and job satisfaction. Contrary to expectations, the study found no meaningful relationship between the two variables. In other words, whether employees worked solely in the workplace, on a hybrid work schedule, or entirely from home, their level of job satisfaction remained consistent.

The study did, however, provide a few interesting insights into the potential benefits of each work arrangement. The benefits of face-to-face interaction and collaboration, which can foster a sense of community and support among BPO employees, may explain the slightly higher mean score for employee motivation in the on-site work arrangement. The slightly higher mean score for job satisfaction in the hybrid work arrangement, on the other hand, may be due to the greater flexibility and autonomy that remote work can provide, allowing BPO employees to better balance work and personal life.

This study reveals that the levels of job satisfaction and employee motivation among BPO employees remain consistent between hybrid work arrangements and on-site work setups. Furthermore, considering the perspective of the SDT theory, this study also demonstrates similarity in the levels of autonomy, relatedness, and competence. Therefore, this study disproves four out of five hypotheses, suggesting that the current body of literature proposing potential benefits of hybrid work setups, such as increased job satisfaction and employee motivation in comparison to on-site work arrangements, may not be as straightforward as previously believed ([Contreras et al., 2020](#); [Kolluru et al., 2021](#); [Breugh et al., 2018](#); [Blanchard et al., 2020](#); [Rahman, 2019](#); [Omondi & K'Obonyo, 2018](#)). This challenges the assumptions that organizations and policymakers might have made when considering the adoption of hybrid work arrangement. This also highlights the complexity of factors influencing employee outcomes in different work environments and calls for a more nuanced approach when designing and implementing such arrangements.

Several studies support the Self-Determination Theory (SDT), which suggests that people are more likely to be motivated and satisfied with their work when they feel a sense of autonomy, competence, and relatedness ([Manganelli et al., 2018](#); [Gagné et al., 2022](#); [Kaabomeir et al., 2022](#); [Breugh et al., 2018](#); [Blanchard et al., 2020](#)). This suggests that employers in the BPO industry can improve employee job satisfaction and motivation by focusing on these three domains through the lens of SDT. Specifically, employers can offer employees greater autonomy in their work, provide opportunities for training and development to enhance their competence, and create a sense of relatedness and belonging in the workplace. While SDT provides a valuable framework for understanding the role of intrinsic motivation in promoting employee job satisfaction and motivation, it

is important to note that other factors may also influence these outcomes. In this study, the researcher focused specifically on the impact of work arrangement (hybrid vs. on-site) on employee motivation and job satisfaction. While the findings suggest that work arrangement does not have a significant effect on these outcomes, it is possible that other factors, such as job design, leadership, organizational culture, and external stressors, may also play a role in shaping employee experiences in the workplace. Therefore, while SDT provides a useful lens through which to view the impact of work arrangement on employee motivation and job satisfaction, it is important for employers to consider multiple factors when designing and implementing work arrangements that meet the needs and preferences of their employees. By taking a holistic approach to workplace well-being, employers may be better equipped to promote employee motivation, job satisfaction, and ultimately, organizational success.

Employee motivation and job satisfaction are important factors that contribute to the success of any organization. Various demographic factors, such as age, marital status, gender, and business function, can potentially influence employee attitudes towards their work. Understanding the relationship between these factors and employee motivation and job satisfaction can help organizations design strategies to enhance these factors, ultimately improving employee retention and productivity. While the data did not find statistically significant differences, there are some interesting findings worth noting.

Ultimately, this study suggests that while both on-site and hybrid work arrangements can be effective in promoting employee motivation and job satisfaction, the ideal work arrangement may vary depending on the unique context of the workplace and the preferences of individual employees. Furthermore, organizations may need to adopt other strategies to promote employee motivation and job satisfaction, such as providing opportunities for skill development, creating a positive work environment, and offering meaningful incentives and rewards.

6. Conclusion

This last chapter offers thorough findings about how on-site and hybrid work arrangements impact employees' job satisfaction and motivation in the dynamic BPO sector. After considering how this study adds to the body of knowledge already in existence, the researcher examined the rejection of hypotheses and the subsequent challenges to commonly held views. This study emphasizes how important it is to have a nuanced approach when creating work arrangements. It highlights how crucial it is to consider factors other than just the workplace, like job design, organizational culture, leadership, and external pressures.

This study also acknowledges its limitations and lays the groundwork for future studies. It suggests certain research topics to encourage more investigation into the complex factors influencing job satisfaction and motivation in various BPO work environments. Future research may be able to fill in these gaps and improve our comprehension of the intricate details. Lastly, the researcher em-

phasizes how crucial it is for organizations to take a comprehensive approach to assessing the variety of factors that affect employee motivation and satisfaction, which in turn affects overall organizational success.

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Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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