

Exploring the Effect of Hybrid Work and Onsite Work on Employee Motivation in Thailand

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Abstract

This study examined 1) differences in motivation levels between employees utilizing onsite work and those utilizing hybrid work arrangements, 2) the effect of a dedicated workspace on hybrid employee motivation, and 3) the effect of marital status on employee motivation. The sample comprised 400 Thai employees aged 20–60 years, consisting of 200 onsite and 200 hybrid employees. Participants were selected using Cochran's formula for finite populations. Data were collected via an online questionnaire adapted from the multidimensional work motivation scale, focusing on four types of motivation: extrinsic regulation (social), extrinsic regulation (material), and intrinsic motivation. Statistical analyses included descriptive statistics, t-tests, ANOVA, and MANOVA. The results revealed three key findings: 1) Work conditions (onsite vs. hybrid) did not have a statistically significant impact on any of the motivation types ($p > 0.05$). 2) Among hybrid employees, having a dedicated workspace significantly increased extrinsic regulation (social) and extrinsic regulation (material) motivation. 3) Marital status differentially affected motivation: single hybrid employees reported higher extrinsic regulation (social) than married employees in either work condition, and higher extrinsic regulation (material) than married hybrid employees. These findings underscore the importance of providing equal opportunities irrespective of work conditions, establishing dedicated workspaces for hybrid employees, and accounting for personal circumstances when managing motivation across diverse employee groups.

Keywords: hybrid work; onsite work; motivation; work conditions; employee

Introduction

During the COVID-19 pandemic, numerous companies had to transition their operations from traditional on-site work to remote work. This trend continues even now. Most employees want hybrid work as the new norm. 48% of Thai employees said working in a company office does not match their needs (Cisco, 2023).

Contrarily, hybrid work also has adverse effects. As in-person meetings decrease, many people lose touch with their coworkers (Busch et al., 2011). Remote work also reduced the boundaries between work and private life. Noise, unavailable tools, and poor internet connection can distract some employees who lack a working or private room (Bergefurt et al., 2024). The work environment affects employees' job efficiency in the Siam Eastern Seaboard Industrial Estate (Sriudomkul & Ramanust, 2022).

Motivation contributes to increasing the level of effort and diligence an individual puts into achieving desired results and is strongly related to employee performance (Andreas, 2022). On-site work and hybrid work are extrinsic factors because they relate to external conditions and environments that influence an employee's behavior and performance (Reeve, 2024).

However, the relationship between on-site or hybrid work and motivation has not been sufficiently examined in the Thai context. Leaving a gap in understanding how cultural and organizational environments in Thailand has existed. Furthermore, previous research has tended to examine either the benefits or drawbacks of hybrid work without fully integrating these perspectives or testing how different demographic or personal circumstances (e.g., marital status, availability of a dedicated workspace) may influence motivation outcomes.

To address these gaps, this study investigates how onsite and hybrid work affect employee motivation among Thai workers. Specifically, it examines differences in motivation levels between onsite and hybrid employees, and the role of personal factors such as workspace and marital status.

Research Objectives

1. To compare the differences in motivation levels between employees who implement onsite work and employees who implement hybrid work.
2. To explore the effect of a dedicated workspace on hybrid employee motivation.
3. To explore the effect of marital status on both onsite and hybrid employee motivation.

Scope of Research

Content of the study: The study analyzes factors affecting employee motivation in Thailand amid changing work conditions. The study examines three independent variables: work conditions (onsite versus hybrid), workplace characteristics (with emphasis on dedicated workspace availability), and marital status. The research measures their impact on three dependent variables of motivation: extrinsic regulation (social), extrinsic regulation (material), and intrinsic motivation. These motivation types were selected for their strong theoretical links to work conditions and environmental factors. The study excludes other potential motivation factors, such as leadership styles, organizational culture, and career advancement opportunities, and focuses specifically on factors directly related to work-condition decisions.

Population and Sample: The study population consists of 39.91 million Thai employees across various industries (Ministry of Labour, 2023). A sample of 400 employees was selected using Cochran's (1977) formula for finite population sampling and was equally divided between onsite employees (200 participants) and hybrid employees (200 participants). Participants were aged 20 to 60 years, representing Thailand's primary working-age population. To ensure comprehensive representation, the sample included employees from a wide range of industries, organizational types, and job roles.

Area: The study was conducted across Thailand, with participants drawn from major urban centers such as Bangkok and Chiang Mai, as well as smaller provincial areas. The geographic distribution was designed to capture potential regional variations in work conditions and motivational factors. To ensure balanced representation, participants were recruited from both the public and private sectors.

Period Scope: Data collection was carried out between July 2024 and June 2025, a period during which many organizations had established stable post-pandemic work conditions. This timeframe was selected to examine hybrid work policies under normalized conditions rather than during the transitional phase immediately following the pandemic. The one-year duration enabled data collection across multiple seasonal and economic cycles, thereby reducing potential time-specific biases.

Literature Reviews

Based on the review of literature, concepts, theories, and related studies, the researcher has summarized as follows:

1. Motivation is the state in which people wish or desire a change in their surroundings or in themselves (Reeve, 2024). Several theories provide frameworks for understanding employee motivation.

Self-Determination Theory distinguishes between intrinsic motivation, derived from enjoyment and meaningfulness of work, and extrinsic motivation, driven by external rewards such as salary, promotion, or job security (Reeve, 2024; Jindain & Gilitwala, 2024). This distinction provides a foundation for analyzing how work conditions influence different motivational drivers.

The two-factor theory holds that motivation and job satisfaction are driven by two distinct factors: motivators (factors that can lead to higher job satisfaction and motivation) and hygiene factors (factors that can lead to dissatisfaction if they are inadequate or absent). On-site and hybrid work can be considered hygiene factors because they are working conditions and part of company policy. If the company changes it, employees may become dissatisfied (Alrawahi et al., 2020).

Maslow's Hierarchy of Needs presents human needs as a five-level hierarchy, suggesting that individuals must fulfill lower-level needs before progressing to higher ones. Belongingness and love needs are particularly relevant in the workplace, as reduced coworker interaction in hybrid settings may affect employees' social integration. Factors such as marital status may further shape how employees perceive and satisfy these social needs (He & Kenikasahmanworakhun, 2024).

2. Work conditions refer to the circumstances under which a job is performed and may range from highly supportive to particularly demanding for employees (Bakotic & Babic, 2013). In this study, work conditions are conceptualized in two primary forms: onsite work, in which employees complete their tasks at a designated workplace assigned by the organization, and hybrid work, which involves a split between remote and onsite work.

Recent empirical evidence indicates that hybrid work is associated with higher job satisfaction, mainly because it affords employees greater autonomy and flexibility. Conversely, onsite work has been shown to foster higher levels of employee motivation, a pattern linked to the advantages of direct interpersonal interaction, which promotes collaboration and strengthens workplace relationships (Corral, 2024). These findings underscore the importance of examining how variations in work conditions shape employee experiences, particularly satisfaction and motivation.

3. Workplace characteristics are the surrounding factors, both tangible and intangible, that influence given duties and foster a supportive work environment, which will enhance employee motivation, hence facilitating job satisfaction (Kurniawanto et al., 2022). Supportive conditions, such as adequate personal space, quiet environments, and proper ventilation, enhance concentration and productivity, while poor conditions reduce engagement (Bergefurt et al., 2024). In hybrid work, workplace characteristics become increasingly critical, as employees may lack access to dedicated office spaces typically available in onsite settings. This study, therefore, examines the role of workplace characteristics in shaping the experiences and motivation of hybrid employees in Thailand.

4. Marital status can influence employee motivation and well-being. Among male employees, married men exhibit significantly higher work motivation and lower burnout than their unmarried counterparts, likely due to greater social support from spouses and increased financial responsibilities (Meng & Yang, 2023). Additionally, married employees often favor hybrid work, as the flexibility allows them to spend more time with family and children (Çemberci et al., 2022). Maslow's Hierarchy of Needs further contextualizes these findings, highlighting that needs for belonging and love are closely tied to social interactions in the workplace (He & Kenikasahmanworakhun, 2024). Marital status was included as a variable in this study because it may shape employees' social behaviors and workplace interactions.

According to the literature review, work conditions, workplace characteristics, and marital status affect employee motivation. The researcher developed the conceptual framework illustrated in Figure 1.

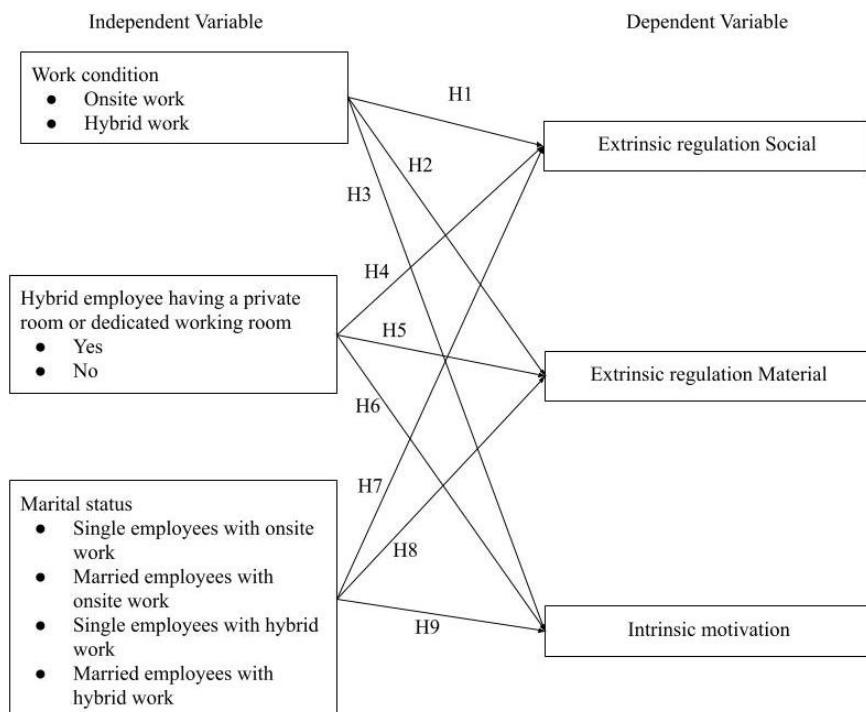


Figure 1 Conceptual Framework

Hypothesis 1: There is a difference in extrinsic social regulation between onsite and hybrid employees.

Hypothesis 2: There is a difference in extrinsic regulation material between onsite and hybrid employees.

Hypothesis 3: There is a difference in intrinsic motivation between onsite and hybrid employees.

Hypothesis 4: There is a difference in extrinsic social regulation between hybrid employees with a private room or dedicated working room and hybrid employees without a private room or dedicated working room.

Hypothesis 5: There is a difference in extrinsic regulation material between hybrid employees with a private room or dedicated working room and hybrid employees without a private room or dedicated working room.

Hypothesis 6: There is a difference in intrinsic motivation between hybrid employees with a private room or dedicated working room and hybrid employees without a private room or dedicated working room.

Hypothesis 7: There is a difference in extrinsic social regulation among single onsite work, married onsite work, single hybrid work, and married hybrid employees.

Hypothesis 8: There is a difference in extrinsic regulation material among single onsite work, married onsite work, single hybrid work, and married hybrid employees.

Hypothesis 9: There is a difference in intrinsic motivation among single onsite work, married onsite work, single hybrid work, and married hybrid employees.

Research Methodology

Research Design

The multidimensional work motivation scale (MWMS) was used to create the questionnaire to assess employee motivation between onsite work and hybrid work. Three types of motivation are selected because they have strong connections with study factors. First, intrinsic motivation is the most effective way to enhance employee productivity. Second, extrinsic social regulation is affected because hybrid work reduces interactions among co-workers, thereby altering social relationships among employees. Lastly, extrinsic regulation material is strongly associated with tangible external benefits, such as workplace characteristics.

Variables and Measures

Independent Variable: work conditions (onsite versus hybrid), workplace characteristics (workspace availability), and marital status

Dependent Variable: intrinsic motivation, extrinsic regulation social, and extrinsic regulation material

Measures: using the Multidimensional Work Motivation Scale (MWMS) developed by Gagné et al. (2015).

Participants and Sampling

The sample size was calculated using Cochran's (1977) finite-population research methodology. The sample size required to collect data was 400 people, including 200 onsite employees and 200 hybrid employees.

Instrument Development

- (1) Create a questionnaire by adapting from the multidimensional work motivation scale.
- (2) Distribute the questionnaire via a Google Form to 30 people in a sample group
- (3) Test the reliability of the questionnaire by Cronbach's Alpha Coefficient.

Data Collection Procedures

- (1) Distribute the questionnaire to 400 employees, which includes 200 employees who implement onsite work, and 200 employees who implement a hybrid work system.
- (2) Check the quality of the collected data according to the inclusion criteria, exclusion criteria, and withdrawal criteria.

Table 1 Inclusion, exclusion, and withdrawal criteria for participants

Types of criteria	Criteria
Inclusion Criteria	<p>Thai employees aged 20 to 60.</p> <p>Have Thai nationality and be able to speak, read, and write Thai.</p> <p>Consent to participate in the research voluntarily.</p>
Exclusion Criteria	<p>Provide incomplete information as specified in the questionnaire.</p> <p>Provide abnormal information, such as selecting the same option in every section of the questionnaire.</p> <p>Take an unusually long time to complete the questionnaire.</p>
Withdrawal Criteria	Participants chose not to continue to complete the questionnaire.

Data Analysis Methods

The researcher conducted a thorough statistical analysis of the data. Hypothesis Testing uses the following statistical analysis tools: percentage, mean, standard deviation, Cronbach's alpha coefficient, t-test, ANOVA, and MANOVA.

Research Results

The data were analyzed using statistical methods to examine differences in motivation levels between onsite and hybrid employees, as well as to identify the effects of workplace characteristics and marital status on employee motivation. Specifically, independent sample t-tests and ANOVA were employed to test the research hypotheses at the 0.05 significance level.

Participant Characteristics

There are 400 participants, including 200 onsite employees and 200 hybrid employees. The majority were female, including 277 participants, representing 69.250% of participants. Next is male, including 123 people, or 30.750% of participants. Regarding marital status, 232 participants

(58%) were single. Among hybrid employees, 139 people (34.8%) do not have a dedicated workspace at home.

Descriptive Statistics

Table 2 The mean and standard deviation of the multidimensional work motivation scale of employees

Variable	Mean	Standard Deviation
Extrinsic Regulation Social	3.464	0.974
Extrinsic Regulation Material	3.319	1.014
Intrinsic Motivation	3.613	1.061

Table 2 shows that intrinsic motivation had the highest level of motivation. Next is extrinsic social regulation with an average value of 3.464 and a standard deviation of 0.974. The lowest motivation type is extrinsic material regulation.

Reliability Analysis

Table 3 Testing the Reliability of the Questionnaire by Cronbach's Alpha Coefficient

Variable	Number of Questions	Cronbach's alpha coefficient
Extrinsic Regulation Social	3	0.825
Extrinsic Regulation Material	3	0.781
Intrinsic Motivation	3	0.894

From Table 3, all of Cronbach's alpha coefficients are above 0.700. This result shows that the questionnaire is reliable (Kılıç, 2016).

Results for Objective 1: Comparison of Motivation Levels Between Work Conditions

Table 4 Extrinsic Regulation Social Analysis by t-test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.013	0.894	0.372
Equal variances not assumed.		0.894	0.372*

From Table 4, the researcher found that the p-value was > 0.05 , indicating no difference in the means of extrinsic social regulation between onsite and hybrid employees.

Table 5 Extrinsic Regulation Material Analysis by t-test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.947	0.453	0.651*
Equal variances not assumed.		0.453	0.651

From Table 5, the researcher found that the p-value was > 0.05 , indicating that there was no difference in the means of extrinsic regulation material between onsite and hybrid employees.

Table 6 Intrinsic Motivation Analysis by t-test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.763	0.501	0.617*
Equal variances not assumed.		0.501	0.617

From Table 6, the researcher found that the p-value was > 0.05 , indicating no difference in intrinsic motivation between onsite and hybrid employees.

Results for Objective 2: Effect of Workplace Characteristics on Motivation

Table 7 Extrinsic Regulation, Social Comparison by Dedicated Working Room by T-Test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.089	-2.237	0.026*
Equal variances not assumed.		-2.249	0.026

From Table 7, the researcher found that the p-value was < 0.05 , indicating a difference in the means of extrinsic social regulation between hybrid employees with a dedicated working room and those without one.

Table 8 Extrinsic Regulation Material Comparison by Dedicated Working Room by T-Test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.113	-2.123	0.035*
Equal variances not assumed.		-2.144	0.034

From Table 8, the researcher found that the p-value was < 0.05 , indicating a difference in the means of extrinsic regulation material between hybrid employees with a dedicated working room and those without.

Table 9 Intrinsic Motivation Comparison by Dedicated Working Room by T-Test

	Levene's Test p-value	t-value	p-value
Equal variances assumed	0.343	-0.712	0.477*
Equal variances not assumed.		-0.712	0.478

From Table 9, the researcher found that the p-value was > 0.05 , indicating no difference in the means of intrinsic motivation between hybrid employees with a dedicated working room and those without one.

Results for Objective 3: Influence of Marital Status on Motivation

Table 10 ANOVA Results for Extrinsic Regulation Social Across Marital Status and Work Conditions

Variable	Mean	Standard deviation	p-value
Single employees with on-site work	3.500	0.7853	0.003*
Married employees with onsite work	3.333	0.7959	
Single employees with hybrid work	3.664	0.8627	
Married employees with hybrid work	3.258	0.8617	

From Table 10, the results indicate that the p-value < 0.05 , suggesting a statistically significant difference in extrinsic social regulation among at least one pair of the four employee groups.

Table 11 Post Hoc Test Results for Extrinsic Regulation Social Across Marital Status and Work Conditions

Variable 1	Variable 2	Mean	p-value
		Difference	
Single employees with on-site work	Married employees with onsite work	0.167	0.947
Single employees with on-site work	Married employees with hybrid work	0.242	0.279
Married employees with on-site work	Married employees with hybrid work	0.075	1.000
Single employees with hybrid work	Single employees with on-site work	0.164	0.793
Single employees with hybrid work	Married employees with onsite work	0.331	0.028*
Single employees with hybrid work	Married employees with hybrid work	0.406	0.004*

From Table 11, the results indicate that single employees with hybrid work have higher extrinsic social regulation than married employees with onsite work or with hybrid work.

Table 12 ANOVA Results for Extrinsic Regulation Material Across Marital Status and Work Conditions

Variable	Mean	Standard deviation	p-value
Single employees with on-site work	3.348	0.866	0.010*
Married employees with on-site work	3.239	0.805	
Single employees with hybrid work	3.494	0.847	
Married employees with hybrid work	3.104	0.814	

From Table 12, the results indicate that the p-value < 0.05, suggesting a statistically significant difference in extrinsic regulation material among at least one pair of the four employee groups.

Table 13 Post Hoc Test Results for Extrinsic Regulation Material Across Marital Status and Work Conditions

Variable 1	Variable 2	Mean	p-value	
			Difference	
Single employees with on-site work	Married employees with onsite work	0.110	1.000	
Single employees with on-site work	Married employees with hybrid work	0.244	0.282	
Married employees with on-site work	Married employees with hybrid work	0.134	1.000	
Single employees with hybrid work	Single employees with on-site work	0.146	1.000	
Single employees with hybrid work	Married employees with onsite work	0.256	0.180	
Single employees with hybrid work	Married employees with hybrid work	0.390	0.008*	

From Table 13, the results indicate that single employees with hybrid work have higher extrinsic material regulation than married employees with hybrid work.

Table 14 ANOVA Results for Intrinsic Motivation Across Marital Status and Work Conditions

Variable	Mean	Standard deviation	p-value
Single employees with on-site work	3.563	0.983	0.440
Married employees with on-site work	3.621	0.936	
Single employees with hybrid work	3.553	0.984	
Married employees with hybrid work	3.763	0.937	

From Table 14, the results indicate that the p-value > 0.05 , suggesting there is no significant difference in intrinsic motivation among at least one pair of the four employee groups.

Discussion

The results of Objective 1 revealed no significant differences in intrinsic motivation, extrinsic social regulation, or extrinsic material regulation between onsite and hybrid employees. These results support the two-factor theory, which posits that work conditions primarily function as hygiene factors that prevent dissatisfaction rather than enhance motivation (Ihensem & Joel, 2023). This finding is consistent with Corral (2024), who similarly reported that variations in work conditions did not significantly influence employee motivation levels.

The results of Objective 2 revealed that there were significant differences in extrinsic regulation social and extrinsic regulation material between hybrid employees with a dedicated workspace and those without one. These results align with Self-Determination Theory, which posits that external factors, such as the availability of a dedicated workspace, influence extrinsic motivation. In contrast, the presence or absence of a dedicated workspace does not significantly affect intrinsic motivation, as it is driven by internal factors (Jindain & Gilitwala, 2024). A dedicated working room upholds external role boundaries, thereby reinforcing extrinsic motivation through organizational norms and expectations. This is why hybrid employees with a private room or dedicated workspace have higher extrinsic social regulation than those without (Toscano et al., 2025). Bergefurt et al. (2022) indicate that having personal space can enhance employee concentration and motivation.

The results of Objective 3 revealed that single hybrid employees have higher extrinsic social regulation than married onsite employees and married hybrid employees. Even though married employees prefer hybrid work systems due to increased time with their family (Çemberci et al., 2022), they may experience greater distractions than their single counterparts because of cohabitation with family members in the workplace (Bakotic & Babic, 2013).

Conclusion

This study examined how work conditions, workspace characteristics, and marital status affect employee motivation in hybrid and on-site work environments. The results showed no significant differences in intrinsic motivation, social extrinsic regulation, or material extrinsic regulation between hybrid and onsite employees. This supports Herzberg's Two-Factor Theory, suggesting

that work conditions act as hygiene factors—preventing dissatisfaction but not necessarily enhancing motivation.

However, hybrid employees with dedicated workspaces demonstrated higher levels of extrinsic, social, and material regulation than those without dedicated workspaces. This indicates that a defined, supportive workspace enhances employees' sense of structure, professionalism, and social belonging. Organizations should therefore support hybrid workers by providing resources such as home office stipends or equipment to sustain motivation and performance.

Furthermore, marital status influenced motivation differently across work conditions. Single hybrid employees reported higher extrinsic social regulation than married employees, suggesting that social interaction and work-related engagement may be stronger motivational drivers for singles. In contrast, married employees might face competing family demands that affect work-related motivation.

Suggestion

Suggestions from the Research

Based on the research findings, the following recommendations are proposed to enhance employee motivation and organizational effectiveness within hybrid and onsite work environments. First, since no significant differences were found in intrinsic motivation, social extrinsic regulation, and material extrinsic regulation between onsite and hybrid employees, organizations should ensure equitable compensation, benefits, and advancement opportunities across all work conditions. Performance evaluations should emphasize measurable outcomes rather than physical presence, supported by transparent communication to prevent bias.

Second, hybrid employees with dedicated workspaces exhibited higher extrinsic motivation. Thus, organizations are encouraged to provide ergonomic and technological support, offer stipends for home office setups, and promote guidelines for maintaining work-life balance.

Third, differences in motivation based on marital status suggest that demographic factors influence work motivation. Managers should implement flexible scheduling, offer mentoring or social support programs, and promote inclusive team-building to strengthen social connections among employees.

Suggestions for Future Research

For future research, longitudinal studies are recommended to examine changes in motivation over time. Further investigations should explore how work condition interacts with job roles, age, leadership styles, and organizational culture. Additionally, comparative studies across cultural contexts and analyses of workspace design, digital tools, and technological support are encouraged to deepen understanding of motivation in hybrid and onsite environments.

Knowledge Contributions from Research

First, the study supports Herzberg's Two-Factor Theory by demonstrating that work conditions (onsite versus hybrid) function primarily as hygiene factors. Motivation levels, including intrinsic motivation, extrinsic social regulation, and extrinsic material regulation, did not differ significantly between the two groups. This finding reinforces the notion that altering work format alone is insufficient to enhance motivation unless accompanied by enriched job design or supportive conditions.

Second, the study extends Self-Determination Theory by identifying external environmental elements (the presence of a dedicated workspace) as significant predictors of extrinsic motivation among hybrid employees. This shows that tangible work conditions can influence controlled forms of motivation while intrinsic motivation remains primarily self-driven.

Third, the study highlights how demographic variables, particularly marital status, interact with work conditions to influence motivation patterns. Single hybrid employees demonstrated higher extrinsic regulation and social motivation, suggesting that social and environmental support needs vary across personal contexts.

Table 15 Hypothesis Test Result Summary

Hypothesis	Statistics Tool	p-value	Hypothesis Supported
Hypothesis 1	t-test	0.372	Unsupported
Hypothesis 2	t-test	0.651	Unsupported
Hypothesis 3	t-test	0.617	Unsupported
Hypothesis 4	t-test	0.026	Supported
Hypothesis 5	t-test	0.034	Supported
Hypothesis 6	t-test	0.477	Unsupported
Hypothesis 7	ANOVA	0.003	Supported
Hypothesis 8	ANOVA	0.010	Supported
Hypothesis 9	ANOVA	0.440	Unsupported

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