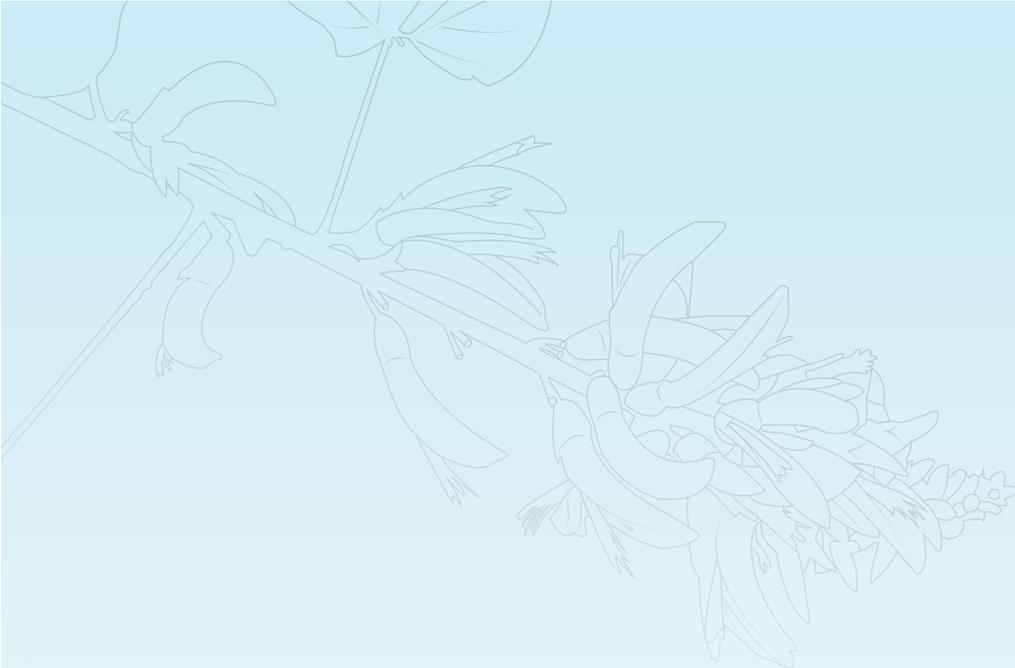


# Comparing the Effect of Hybrid Work and Onsite Work on Employee Motivation in Thailand

Pakwan Sermcharoenkit<sup>1</sup> and [Jul Thanasrivanitchai](#)<sup>1\*</sup>



---

<sup>1</sup> Faculty of Business Administration, Kasetsart University, Bangkok, 10900, Thailand

\* Corresponding author: E-mail address: [jul.t@ku.th](mailto:jul.t@ku.th)

(Received: April 8, 2025; Revised: September 18, 2025; Accepted: October 17, 2025)

## Abstract

To maximize employee motivation, the researcher aims to examine how the onsite work and hybrid work affect employee motivation in Thailand. An online questionnaire, adapted from the multidimensional work motivation scale, was utilized as the primary tool for data collection. The researcher gathered and analyzed responses from 400 questionnaires using statistical methods, including t-tests, ANOVA, and MANOVA. The result indicated that the work conditions do not have an impact on employee motivation at a significant 0.05 level. However, results indicate that access to a dedicated workspace positively contributes to the motivation of hybrid employees. Additionally, marital status was found to affect motivation, with single hybrid employees reporting higher motivation levels than married hybrid and married onsite employees. These findings suggest that employers should ensure that all employees receive equitable benefits without presuming that one group is more motivated than another.

**Keywords:** Hybrid Work, Onsite Work, Motivation, Work Conditions, Employee

## Introduction

During the COVID-19 pandemic, numerous companies had to shift their work systems from traditional onsite work to remote work. This trend has persisted even after the pandemic. According to Cisco [1], a majority of employees prefer hybrid work as the new standard. Additionally, 48% of Thai employees reported that working in a company office does not meet their needs. This data highlights the significant impact of hybrid work on employees, making it one of the top priorities for individuals when considering new job opportunities.

Contrarily, hybrid work also has negative effects. With fewer in-person meetings, many employees find it harder to stay connected with their coworkers [2]. Additionally, remote work blurs the lines between professional and personal life. Distractions from noise, inadequate tools, and unreliable internet connections can hinder those who do not have a designated workspace at home [3].

Onsite work and hybrid work are extrinsic factors because they relate to external conditions and environments that influence an employee's behavior and performance [4]. This may affect motivation, which is the key to making people achieve their goal. Motivation contributes to increasing the level of effort and diligence an individual puts into achieving desired results and has a strong relationship with employee performance [5].

If organizations understand the factors that influence employee motivation, they can increase people's motivation to improve productivity and the quality of their products and services. To maximize employee motivation, the researcher aims to study how the onsite job and hybrid work affect employee motivation in Thailand and which factors affect the motivation of Thai employees in the organization.

## Objective

1. Compare the differences of motivation levels between employees who implement onsite work and employees who implement hybrid work.
2. To know the effect of onsite work and hybrid work on employee motivation.
3. To study the factors affecting the motivation of Thai employees in the organization.

## Literature Review

### 1. Motivation

Motivation is the state in which people wish or desire a change in their surroundings or in themselves [6]. Several theories provide frameworks for understanding employee motivation.

Two-factor theory point out motivation and job satisfaction are driven by two separate factors: motivator factors (factors that can lead to higher job satisfaction and motivation) and hygiene factors (factors that lead to dissatisfaction if they are inadequate or absent) [7]. Work conditions (onsite work and hybrid work) can be considered hygiene factors. If the company

changes it, it can lead employees to be dissatisfied. This illustrates how work conditions indirectly influence employee motivation.

Maslow's Hierarchy of Needs indicates human needs have a five-level hierarchy including: physiological needs, safety needs, belongingness and love needs, esteem needs, and self-actualization. The individual must first satisfy their lower needs before they can satisfy their higher needs. Fulfilling needs does not serve as a motivator [8].

Moreover, Self-Determination Theory classified motivation into two types: intrinsic motivation and extrinsic motivation. Intrinsic motivation stems from internal factors like work enjoyment and a sense of significance, while extrinsic motivation comes from external factors like salary, job security, or rewards. Intrinsic motivation is considered the most effective for improving employee productivity, while extrinsic motivation can be beneficial for encouraging engagement with tasks that may not be enjoyable or interesting, such as providing extra pay during holidays [9].

Based on Self-Determination Theory, the multidimensional work motivation scale (MWMS) is a standardized questionnaire developed to measure different types of employee motivation at work. It was designed by Gagné et al. (2015). In this study, the researcher used it to create the questionnaire to assess employee motivation between onsite work and hybrid work.

## **2. Work conditions**

Work conditions refer to the circumstances under which a job is performed and can vary considerably, ranging from highly comfortable to extremely challenging for employees [10]. For the purposes of this study, work conditions are categorized into onsite work, where employees are required to perform their tasks at a designated workplace assigned by the company, and hybrid work, where employees divide their time between remote work and onsite presence.

Empirical evidence suggests that job satisfaction tends to be higher among employees engaged in hybrid work compared to those working exclusively onsite, largely due to the greater autonomy afforded by flexible arrangements. In contrast, employee motivation has been found to be higher in onsite work settings. This difference is attributed to the advantages of face-to-face interaction, which facilitates collaboration and strengthens workplace relationships [4]. This information highlights how work conditions impact to employees.

## **3. Workplace characteristics**

Workplace characteristics are the surrounding factors, both tangible and intangible, that influence given duties and foster a supportive work environment will enhance employee motivation, hence facilitating job satisfaction [11]. For employees to work effectively, it require concentration to do their tasks. They need personal space and tranquility in order to work effectively. Poor physical conditions, such as noise or inadequate ventilation, can lower

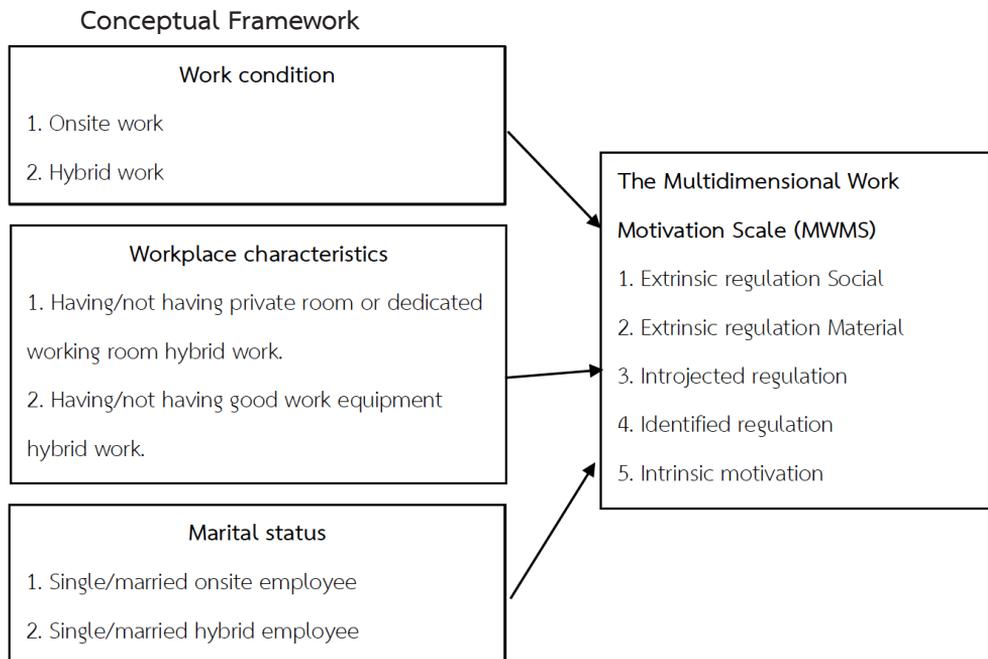
productivity and engagement. Employees who feel comfortable and cared for are more motivated to perform well [3]. 81% of Thai employees and 61% of Thai employers agreed that the technological equipment that the organization currently has does not yet meet the needs of remote working. Gen Z workers in the survey see this as an urgent issue for organizations to address [1].

In the context of hybrid work, workplace characteristics play an increasingly critical role. Unlike onsite employees, hybrid employees may lack access to dedicated office spaces and the high-quality technological equipment typically provided by organizations. Accordingly, this study investigates how workplace characteristics affect hybrid employees in Thailand.

#### 4. Marital status

For male employees, married men have significantly higher work motivation and lower burnout compared to unmarried men because of greater social support from spouses and the need for financial stability [12]. Moreover, married employees prefer hybrid work systems due to the flexible working options that allow them to spend more time with their children [13].

According to Maslow's Hierarchy of Needs, belongingness and love needs are closely related to social interactions in the workplace [8]. In this context, marital status was selected as a variable, as it may influence employees' social behaviors and interactions.



**Figure 1** Conceptual Framework

## Research Hypotheses

**Hypothesis 1 :** There is a difference in average motivation level between onsite and hybrid employees.

**Hypothesis 2 :** There is a difference in each type of motivation level between onsite and hybrid employees.

**Hypothesis 3 :** There is a difference in motivation level between hybrid employees with good work equipment and hybrid employees without good work equipment.

**Hypothesis 4 :** There is a difference in motivation levels 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 motivation levels among single onsite work, married onsite work, single hybrid work and married hybrid work employees.

## Methodology

### 1. Sampling Method

The sample size was calculated by Cochran [14] to determine a finite population in research methodology because the population size is large. The sample size required to collect data was 400 people, including 200 onsite work employees and 200 hybrid work employees.

### 2. Data Collection Procedures

2.1. Distribute the questionnaire via a Google Form to 30 people in a sample group to test the reliability of the questionnaire by Cronbach's Alpha Coefficient.

2.2. Distribute the questionnaire to 400 employees which include 200 employees who implement onsite work, and 200 employees who implement a hybrid work system. The data collection started from January to February 2025 via google form.

2.3. The researcher checked 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 | <ul style="list-style-type: none"><li>- Thai employees aged from 20 years to 60 years.</li><li>- Have Thai nationality and possess the ability to speak, read, and write in Thai.</li><li>- Consent to participate in the research voluntarily.</li></ul> |

**Table 1** Inclusion, exclusion and withdrawal criteria for participants (continue)

| Types of criteria   | Criteria  |
|---------------------|---|
| Exclusion Criteria  | <ul style="list-style-type: none"> <li>- Provide incomplete information as specified in the questionnaire.</li> <li>- Provide abnormal information, such as selecting the same option in every section of the questionnaire</li> <li>- Take an unusual amount of time to complete the questionnaire, such as taking too long to complete the questionnaire, etc.</li> </ul> |
| Withdrawal Criteria | <ul style="list-style-type: none"> <li>- Participants chose not to continue to complete the questionnaire.</li> </ul>   |

### 3. Data Analysis Method

The researcher conducted a thorough statistical analysis with statistical analysis tools as follows:

3.1. Descriptive Statistics is used to analyze descriptive data by converting raw data into an easily understandable form including percentage, mean, standard deviation, and Cronbach's alpha coefficient.

3.2. T-test is used to compare the differences between two independent variables (Onsite work & Hybrid work) and determine whether different variables affect the motivation level differently or not.

3.3. ANOVA is used to compare differences between more than 2 variables to test whether variables have different effects on motivation levels.

3.3. MANOVA is used to compare differences between more than 2 dependent variables to test whether variables have different effects on each type of motivation levels.

## Results

### 1. Demographic

**Table 2** Demographic factors of participants

| No.            | Variable | Number of people | Percentage |
|----------------|----------|------------------|------------|
| Gender         |          |                  |            |
| 1              | Male     | 123              | 30.750%    |
| 2              | Female   | 277              | 69.250%    |
| Marital status |          |                  |            |
| 1              | Single   | 168              | 42.000%    |
| 2              | Married  | 232              | 58.000%    |

**Table 2** Demographic factors of participants (continue)

| No.   | Variable    | Number of people | Percentage |
|---|-------------|------------------|------------|
| Work conditions   |             |                  |            |
| 1   | Onsite work | 200              | 50.000%    |
| 2   | Hybrid work | 200              | 50.000%    |
| Hybrid employee having good work equipment                    |             |                  |            |
| 1   | Yes         | 179              | 89.500%    |
| 2   | No          | 21               | 10.500%    |
| Hybrid employee having private room or dedicated working room |             |                  |            |
| 1   | Yes         | 61               | 30.500%    |
| 2   | No          | 139              | 69.500%    |

## 2. Reliability of data

**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                        |
| Introjected Regulation        | 4                   | 0.861                        |
| Identified regulation         | 3                   | 0.772                        |
| Intrinsic motivation          | 3                   | 0.894                        |

All of Cronbach's alpha coefficient are above 0.700. This result show that questionnaire is reliable [15].

## 3. Research Hypothesis Testing

**Table 4** Hypothesis test result

| Hypothesis   | Statistics Tool | p-value | Hypothesis Supported |
|--------------|-----------------|---------|----------------------|
| Hypothesis 1 | t-test          | 0.400   | Unsupport            |
| Hypothesis 2 | MNOVA           | 0.691   | Unsupport            |
| Hypothesis 3 | t-test          | 0.255   | Unsupport            |
| Hypothesis 4 | t-test          | 0.002   | Support              |
| Hypothesis 5 | ANOVA           | 0.002   | Support              |

**Hypothesis 1:** There is no significant difference in average motivation level between onsite employees and hybrid employees, this result is related to the two-factor theory that both onsite work and hybrid work are hygiene factors. They lead to dissatisfaction if they are absent but do not increase motivation. It also aligns with the Reean [4] research about the effect of hybrid and onsite work arrangements in the BPO industry that work arrangements had no significant effect on motivation level. Similarly, Antoni and Bohdan [16] found no significant differences in work engagement across these groups.

**Hypothesis 2:** There is no significant difference between each type of motivation level between onsite employees and hybrid employees. In line with Self-Determination Theory, both work conditions represent external factors that primarily influence extrinsic motivation and thus exert less impact compared to internal factors [17]. This finding is supported by Roopa and Natalia [18], who emphasized that motivation is more strongly affected by role clarity, managerial support, and work-life balance rather than work conditions. The evidence suggests that working conditions alone do not substantially influence motivation levels, underscoring the need for organizations to evaluate additional variables.

**Hypothesis 3:** There is no significant difference in motivation level between hybrid employees with good work equipment and hybrid employees without good work equipment. Based on two-factor theory, the quality of work equipment pertains to the physical working conditions, classifying it as a hygiene factor. Even though a lack of hygiene factor can cause dissatisfaction, it doesn't necessarily elevate motivation levels. This is consistent with Samira and Sellgren [7], who found that enhancing working conditions alone was insufficient to increase motivation without the presence of intrinsic motivators.

**Hypothesis 4:** There is a difference in motivation levels between hybrid employees with a private room or dedicated working room and hybrid employees without a private room or dedicated working room. This result is in line with Lisanne and Peter, who noted that personal space enhances concentration and motivation. Similarly, Simona and Claudiu [19] reported that improving workplace conditions can positively affect well-being, which in turn may enhance organizational productivity and employee retention.

**Hypothesis 5:** There is a difference in motivation levels among single onsite work, married onsite work, single hybrid work and married hybrid work employees. The result also shows that the single hybrid employees' motivation level is higher than married hybrid employees and married onsite employees. Although married employees may prefer hybrid work for the increased family time it affords [13], the findings suggest they may also experience greater distractions from family members while working from home [10], which can negatively influence motivation.

## Conclusion

In conclusion, the study found no significant differences in motivation levels between onsite and hybrid employees. However, hybrid employees with access to dedicated workspaces demonstrated higher motivation compared to those without. Furthermore, marital status was identified as a factor influencing motivation, with variations observed across different groups. These findings highlight the importance of considering contextual and demographic factors, rather than work conditions alone, when developing strategies to enhance employee motivation.

## Suggestion

The research results show that the motivation of onsite employees and hybrid employees is not significantly different. Consequently, employers should refrain from discriminating against employees based on the assumption that one group is more motivated than another and should ensure equitable benefits and remuneration for all employees. It is essential to implement fair and objective performance evaluation methods. Using key performance indicators (KPIs) and goal-based assessments ensures that all employees are assessed based on measurable outcomes rather than subjective perceptions of commitment.

Furthermore, standardizing benefits and compensation policy is essential to prevent disparities related to work conditions. Ensuring both onsite and hybrid employees have equal access to opportunities for career advancement, bonuses, and incentives can promote inclusivity and fairness within the organization.

For future research, next researchers should further study other factors that influence employee motivation, such as job roles and age, to compare the motivation levels of employees in each group.

## References

- [1] Cisco. (2023). *From mandate to magnet: The race to reimagine workplaces and workspaces for a hybrid future*. [https://www.cisco.com/c/dam/m/en\\_us/solutions/hybrid-work/hybrid-work-index/documents/cisco-hybrid-future.pdf](https://www.cisco.com/c/dam/m/en_us/solutions/hybrid-work/hybrid-work-index/documents/cisco-hybrid-future.pdf)
- [2] Busch, E., Nash, J., & Bell, B. S. (2011). Remote work: An examination of current trends and emerging issues. *Center for Advanced Human Resource Studies, Cornell University*, 2(3), 6.
- [3] Bergefurt, L., van den Boogert, P. F., Appel-Meulenbroek, R., & Kemperman, A. (2024). The interplay of workplace satisfaction, activity support, and productivity support in the hybrid work context. *Building and Environment*, 261, 111729. <https://doi.org/10.1016/j.buildenv.2022.111729>

- [4] Reean Jyka P. Corral. (2024). Impact of hybrid and on-site work arrangements on employee motivation and job satisfaction in the BPO industry: A cross-sectional study. *Open Journal of Business and Management*, 12(2), 485–503. <https://www.scirp.org/journal/paperinformation.aspx?paperid=131322>
- [5] Andreas, D. (2022). Employee performance: The effect of motivation and job satisfaction. *Produktif: Jurnal Kepegawaian dan Organisasi*, 1(1), 28–35.
- [6] Reeve, J. (2024). *Understanding motivation and emotion* (8th ed.). John Wiley & Sons.
- [7] Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon*, 6(9), e04985. <https://doi.org/10.1016/j.heliyon.2020.e04985>
- [8] He, J., & Kenikasahmanworakhun, P. (2024). Empirical analysis of motivational factors from ERG theory on employee effectiveness and retention at Beijing Jinwan Ruicheng Technology Co., Ltd. *Journal of Value Chain Management and Business Strategy*, 3(2), 16–37.
- [9] Jindain, C., & Gilitwala, B. (2024). The factors impacting the intermediating variable of employee engagement toward employee performance in a hybrid working model. *Rajagiri Management Journal*, 18(2), 167–179. <https://doi.org/10.1108/RAMJ-11-2023-0089>
- [10] Danica, B., & Tomislav, B. (2013). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International Journal of Business and Social Science*, 4(1), 206–213.
- [11] Kurniawanto, H., Rahmadi, Z. T., & Wahyudi, M. A. (2022). Effect of work environment and motivation on employee performance with job satisfaction as a mediation. *International Journal of Social and Management Studies*, 3(3), 150–162. <https://doi.org/10.5555/ijsms.v3i3.153>
- [12] Meng, X., & Yang, D. (2023). Marital status differences in the association of work motivation with burnout: A network perspective. *Current Psychology*, 43, 1–10. <https://doi.org/10.1007/s12144-022-04124-5>
- [13] Çemberci, M., Civelek, M. E., Ertemel, A. V., & Cömert, P. N. (2022). The relationship of work engagement with job experience, marital status and having children among flexible workers after the Covid-19 pandemic. *PLoS one*, 17(11), e0276784.
- [14] W.G. Cochran. (1977). *Sampling Techniques* (3rd ed.). John Wiley & Sons, New York.
- [15] Kılıç, S. (2016). Cronbach's alpha reliability coefficient. *Psychiatry and Behavioral Sciences*, 6(1), 47.

- [16] Antoni, W., & Bohdan, R. (2022). Remote, hybrid, and on-site work during the SARS-CoV-2 pandemic and the consequences for stress and work engagement. *International Journal of Environmental Research and Public Health*, 19(1), 2400. <https://doi.org/10.3390/ijerph19042400>
- [17] Ihensekien, O. A., & Joel, A. C. (2023). Abraham Maslow's hierarchy of needs and Frederick Herzberg's two-factor motivation theories: Implications for organizational performance. *The Romanian Economic Journal*, 85, 5–20.
- [18] Nagori, R., & Lawton, N. R. (2024). The design of hybrid work for improved employee engagement and well-being: Perspectives for HRD practice. *The International Journal of HRD Practice, Policy and Research*, 9(1), 51–64.
- [19] Dumitriu, S., Bocean, C. G., Vărzaru, A. A., Al-Floarei, A. T., Sperdea, N. M., Popescu, F. L., & Băloi, I. C. (2025). The role of the workplace environment in shaping employees' well-being. *Sustainability*, 17(6), 2613. <https://doi.org/10.3390/su17062613>