
| RESEARCH ARTICLE

Assessing the Impact of a Hybrid Work Model on Job Execution, Work-Life Balance, and Employee Satisfaction in a Technology Company

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| ABSTRACT

This study delves into the hybrid work model, focusing on the perspectives and experiences of employees within a Quezon City-based Technology Company specializing in industrial software and engineering. It contributes to the organization's goal of being a "Great Place to Work" by adapting to change while valuing well-being. The organization is deeply dedicated to creating a workplace where employee well-being, career growth, and overall happiness are top priorities. The study surveyed 354 employees to understand the impact of the hybrid work paradigm on individual and team deliverables. The study found that 84.4% of respondents believed the hybrid work model was effective in various ways. This includes job execution and teamwork, work-life balance and satisfaction, communication and collaboration, and overall experience. The survey result showed that the model is widely praised for its flexibility, improving work-life balance, and job satisfaction. Respondents agree that the hybrid model balances professional and personal well-being despite managerial expectations and workloads. The study also emphasizes the importance of communication in hybrid work teamwork. The research recognizes the benefits of remote communication tools but stresses the importance of face-to-face interactions, collaborative engagements, and team dynamics. The result of this study can be used to bring in new ideas and potential growth for the company, allowing it to develop innovative strategies and improve employee satisfaction. Embracing the concept of the hybrid work setup is a catalyst for success and ensures the well-being of all stakeholders.

| KEYWORDS

Hybrid work, work model, remote work, on-site work, flexible work, telecommuting, remote tools, hybrid workforce, post-pandemic work, remote interactions.

| ARTICLE INFORMATION

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1. Introduction

Many organizations have had to reassess their work arrangements as a result of the COVID-19 outbreak. Remote work, once seen as a less common option, is now becoming more widely accepted. As a result, there is increasing interest in hybrid work models that blend in-office and remote labor. While there is a growing amount of study on hybrid work, there is still a need for more investigation of specific company strategies and outcomes. The purpose of this research is to look into the hybrid work model implementation in a Technology Company in Quezon City, Philippines.

We consider perspectives from literature and government regulations. Lynda Gratton suggests four perspectives for successful hybrid work implementation: (1) jobs and tasks, (2) employee preferences, (3) projects and workflows, and (4) inclusion and fairness. (Gratton, The four perspectives for successful hybrid work implementation, 2021).

Additionally, another study proposes government intervention to establish a new Framework Agreement on Hybrid Work. These insights underscore the importance of considering various factors and stakeholders in hybrid work. (Grzegorzyc, 2021).

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By carrying out this study, we aim to learn more about hybrid work models and what they mean for employees. Our research centers on evaluating overall productivity encompassing job execution and teamwork, work-life balance, satisfaction, and the holistic employee experience stratified by demographics. We focus on the experiences of employees at this technology company. We intend to accomplish the following: 1) examine how the hybrid work model affects employee experience in terms of job performance, teamwork, work-life balance, and overall satisfaction, considering different demographic factors.; 2) identify the key elements influencing the impact of the hybrid work model within the organization; and 3) find ways to improve the hybrid work model. Notably, we recognize that Republic Act No. 11165, also known as the Telecommuting Act, played an important role in setting up the regulatory environment that makes hybrid work possible, which shows how important it is in the Philippines. The results of this study will assist organizations in figuring out how to implement hybrid work models.

To get a full picture, our research uses a methodical approach that includes surveys and a careful look at the relevant literature. Through this survey, we get useful information from a diverse group of 354 employees out of a total of 3,500, ensuring a cross-section of different points of view. Also, our study does a thorough review of all the relevant literature, which helps people understand the subject.

By examining the challenges and outcomes of implementing hybrid work models in this company, our research contributes to existing knowledge and provides valuable insights for organizations adopting hybrid work. Our findings and recommendations aim to have broader implications for hybrid work application in the Philippines, guiding similar industries amidst the evolving work paradigm.

1.1 Background of the Study

The evolution of hybrid work models that combine remote and in-office labor has received significant attention and adaptation, particularly in response to the COVID-19 pandemic. Hybrid work enables employees to balance personal and professional responsibilities effectively by giving them the option to work both from home and the office. This flexibility allows employees to choose when, where, and how they work remotely, while in-office work fosters collaboration with colleagues and provides access to specialized resources. One of the primary advantages of mixed work systems is employee independence. Unlike traditional office jobs, where employees are required to work a defined schedule, remote work allows employees to regulate their schedules based on the nature of their work. This adaptability enables people to successfully manage their time and balance their personal and professional obligations. Furthermore, it has been discovered that remote work improves employees' emotional well-being by allowing them to spend more time with their loved ones and establish a better work-life balance. (Gajendran, 2007)

From the perspective of the employer, hybrid work models offer a variety of benefits. Employers can save money on operating expenses like maintenance services, office rent, and power by allowing employees to work from home. Furthermore, the usage of hybrid work models reduces the requirement for a large physical office space, allowing organizations to better optimize and allocate resources. These cost-cutting strategies can contribute to a company's overall financial sustainability. (Golden, 2020)

The COVID-19 outbreak has accelerated the use of mixed work arrangements as businesses seek to ensure company continuity while focusing on employee health and safety. According to Wakefield Research, nearly half of workers (47%) would consider looking for a new job if their current employer did not provide a hybrid work model, demonstrating employees' increased preference for flexible work arrangements. The McKinsey American Opportunity Survey, conducted in collaboration with Ipsos and involving 25,000 Americans, provides unique insights into the incorporation of flexible work into employees' lives, highlighting the growing desire for hybrid work arrangements (McKinsey, 2022).

Hybrid work models can be structured in several ways, including "at will," "split week," and "week by week," each with its own variants and implications for work arrangements. (Golden, 2020). Understanding the success and impact of these diverse hybrid work configurations is crucial for companies wanting to enhance their work arrangements and meet their employees' demands. The purpose of this research is to assess the impact and usefulness of a hybrid work model in business, with a specific focus on a Technology Company in Quezon City. We intend to contribute to the current body of knowledge on hybrid work by examining the implementation and impact of hybrid work in this specific context.

1.2 Statement of the Problem

This study aims to assess the impact of hybrid work models in a technology and software company in Quezon City, Philippines. This will specifically seek to answer the following questions.

1. What is the employee’s preferred model (Onsite, Remote, Hybrid or BWA) in relation to respondents’ demographics in terms of Age Group, gender at birth, marital status, salary range, position level and job function?
2. What is the impact of respondents’ demographics on job execution and teamwork, work-life balance and satisfaction, and overall employee experience satisfaction on a hybrid work model?
3. Is there a significant relationship between the hybrid work model and job execution, teamwork, work-life balance, and overall employee satisfaction?

1.3 Objectives of the Study

The objective of this study is to evaluate the effects of a hybrid work model, which integrates both remote and in-office work, with respect to variables such as Age Group, gender at birth, marital status, salary range, position level, and job function. This study will also assess the influence of the hybrid work model on job performance and collaboration, the equilibrium between work and personal life, job contentment, and the overall employee experience. This study aims to offer valuable insights into the optimization of the hybrid work model, with a focus on enhancing efficiency and productivity while considering the distinct characteristics and preferences of employees within the organization. This study will:

1. Determine the number of total respondents according to their profile.
2. Determine the relationship of respondents' demographics towards job execution and teamwork, work-life balance and satisfaction, and overall employee experience satisfaction.
3. Evaluate respondents' perceptions of the hybrid work model in relation to job performance, teamwork, work-life balance, and overall employee satisfaction.

1.4 Hypothesis

The following hypotheses will be assessed and evaluated in this paper.

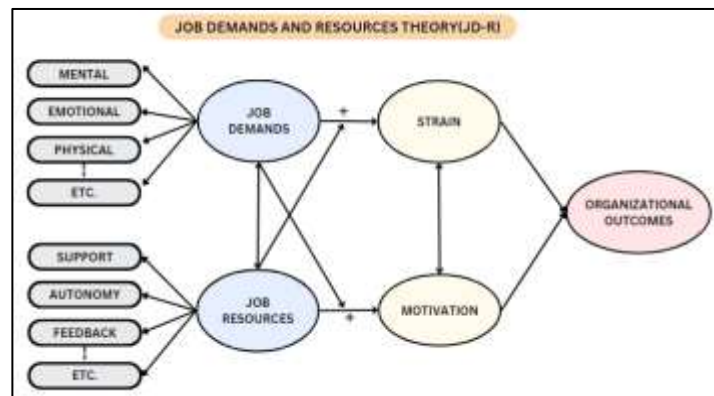
H₁: There is no significant association between job execution and teamwork, work-life balance and satisfaction and overall employee experience based on demographic factors in the hybrid work model.

H₂: There is no statistically significant relationship between the hybrid work model and job execution and teamwork, work-life balance and satisfaction and overall employee experience.

1.5 Theoretical Framework

In this study, we are looking at how the hybrid work model affects the experiences of employees in a technology company based in Quezon City. We are using two important ideas from organizational psychology to guide our research: Gajendran and Harrison's (2007) idea about job demands and resources (JD-R (job demands and resources)) and Blau's (1964) idea about social exchange.

Figure 1
Job Demands and Resources



According to Gajendran and Harrison's JD-R idea, finding the right balance between what the job requires and what resources are available is important for how well a work model functions (Gajendran, 2007).

In our situation, this idea helps us figure out how employees handle their tasks and work together as a team in a hybrid work setup. It helps us understand how having the right tools and support, both physically and mentally, affects how well they do.

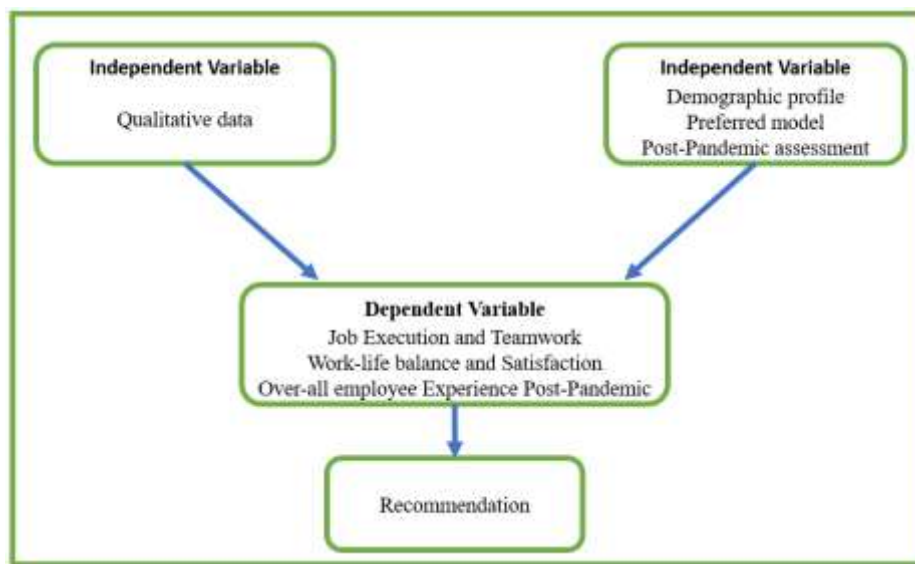
The theory of social exchange is especially useful for understanding what employees prefer in terms of hybrid work and how the company's support and resources influence those preferences. This idea tells us that positive interactions and exchanges between employees and the company are crucial for how satisfied employees feel overall and for building strong relationships between employees and the company (Blau, 1964).

In the context of the hybrid work model, the Social Exchange Theory suggests that during a hybrid work setup, employees feel that the company values their well-being and cares about their needs; they are more likely to reciprocate with positive attitudes and behaviors towards the organization. This mutual exchange forms the basis of this theory. When organizations offer family-friendly programs, it signals goodwill and consideration towards employees, fostering a sense of care. According to the Social Exchange Theory, content and well-supported employees tend to yield positive work outcomes. Therefore, in a hybrid work setup that optimally serves the employee, the organization can anticipate heightened performance and dedication in return. (Blau, 1964)

Using these theories, we expect to get a better understanding of how the hybrid work model works in the selected Technology Company. We want to find out what things influence how well employees do their jobs, how they work together, and how satisfied they are overall. This research project also supports the company's goal of being a "Great Place to Work" by paying attention to how employees are doing while adapting to how work is changing.

1.6 Conceptual Framework

Figure 2
Conceptual Model of the Study



The conceptual model of the study is depicted in Figure 2. The study employed a mixed methods approach, wherein the independent variable (IV), dependent variable (DV), and qualitative data were triangulated in order to generate the recommendation.

In this particular study, the independent variables (IVs) consist of qualitative data, demographic profile, preferred model, and overall employee experience in the post-pandemic context. On the other hand, the dependent variables (DVs) include job execution, teamwork, work-life balance, satisfaction, and overall employee experience. In the post-pandemic era, it is recommended that surveys be conducted with a sample size of at least 342 respondents, all of whom are situated within a single branch of the company, specifically in Quezon City. The outcome will undergo crosstab analysis, specifically examining the relationship between demographic profile and preferred work model. Additionally, T-test, ANOVA, and correlational analysis will be conducted to ascertain the disparities and connections between the hybrid work model and employee productivity.

Upon completion of the statistical analysis, a resultant output, denoted by the third box in this particular context, will be generated. The output encompasses statistical data that is accompanied by the findings, as well as a corresponding study that is relevant to the data. The output primarily addresses the following inquiries:

- Employee's preferred model (Onsite, Remote, Hybrid or BWA) in relation to their demographics
- Determine the impact of Hybrid Work Model as against the over-all productivity (Job Execution and Teamwork, Work-Life Balance and Satisfaction and Overall Employee Experience).
- Level of impact of hybrid model on employee productivity.
- Significant difference between hybrid work model and overall productivity.
- Significant association between hybrid work model and overall productivity.

1.7 Significance of the Study

The significance of this study lies in its potential to provide valuable insights and benefits to different stakeholders within the organization, including individual contributors, people managers, upper management, and the overall organization:

Individual Contributor. The results of this study will provide insight into the impact of the hybrid work model on the performance and work-life balance of individual contributors. Enhancing comprehension of the effects on individual contributors can lead to heightened job satisfaction, increased efficiency, and improved employee retention within this particular cohort. Additionally, it has the potential to identify particular support or training needs in order to facilitate the successful adaptation of individual contributors to the new work model.

People Manager. Line leaders play a crucial role in fostering teamwork, communication, and performance among their team members. The results of this study can provide managers with a deeper understanding of how to effectively lead remote and hybrid teams, ensuring that they maintain team cohesion, resolve challenges, and support team members' success under the hybrid work model.

Senior Management. The results of the study will provide higher-level management with data-driven insights into the success and challenges of implementing the hybrid work model. Understanding the model's influence on various facets of job execution, team collaboration, and employee satisfaction can facilitate optimal decision-making and resource allocation.

Organization. The significance of this study to the organization is substantial. It can help determine whether the hybrid work model is aligned with the objectives and values of the organization. Insights into the work model will impact various job functions and employee profiles. This can provide valuable information to human resources and organizational to develop strategies and ensure the model is effectively implemented and adapted to the needs of various employee groups. Understanding the model's influence on collaboration, job execution, and employee satisfaction can also result in improved organizational performance, increased employee engagement, and a positive work culture.

The study holds importance across various organizational levels, as it offers valuable insights for individuals, line leaders, and upper management to enhance the hybrid work model, navigate changing work dynamics, and foster a more productive, diverse, inclusive, and satisfied workforce. The contribution of an organization to its overall success in achieving its objectives and sustaining its relevance in a dynamic work environment can be observed.

1.8 Scope and Delimitation

This study's scope is to determine the relationship between the personal and professional profiles of employees within the context of the hybrid work paradigm at a Technology, Software, and Engineering firm in Quezon City. The study will concentrate on determining the impact of the hybrid work model using primary data collected directly as a convenient sampling from respondents representing a variety of job functions within this company.

To assure a comprehensive understanding of the relationship between personal and work-related variables in the hybrid work model, the research will incorporate a diverse range of employee profiles. Excluding potential external factors that could influence employee performance, the research will concentrate solely on the relationship between personal work-related profiles and productivity assessment with its corresponding effect on the efficacy of the hybrid work model.

As a primary research study, the scope will not encompass an analysis of historical data or comparisons with the organization's extant work models. The research will not delve into the hybrid work model's implementation or the organization's specific integration strategies.

This research will focus on determining the relationship between personal and work-related profiles and the impact of the hybrid work model within the organization, utilizing primary data collected from random respondents in a variety of job functions from this organization. While the scope strives for a comprehensive understanding, the delimitations acknowledge certain limitations and exclusions to maintain relevance and focus.

1.9 Definition of Terms

Blended Work Arrangement (BWA). A Hybrid Work Arrangement wherein there is flexibility of work for employees to split their working week between onsite in a physical office and offsite in a home office.

Impact. In the context of this study, it is the degree to which the hybrid work model influence job execution, teamwork, work-life balance, and overall employee satisfaction.

Hybrid Work Model. The hybrid work model is a flexible work arrangement that mixes remote/offsite and in-office/onsite work, allowing employees to work from home and the office, depending on their preferences and job requirements.

Onsite Work Model. Work involves employees conducting their job responsibilities from the physical office premises.

Hybrid Work Model Engagement. In the context of this study, it is measured by job execution and teamwork, work-life balance and satisfaction, and overall employee experience satisfaction.

Personal Profile. The personnel profile includes individual attributes, preferences, and characteristics of employees, such as age, gender, education level, marital status, proximity to the office, and job tenure.

Remote Work Model. This is a work arrangement in which the employees work from locations other than the physical office. In this work model, employees may work from their homes or in other co-working spaces and remote locations with the use of technology.

Technology Software and Engineering Company. This refers to the industry of the organization based in Quezon City, Philippines, forming the focus of this study.

Telecommuting Act (Republic Act No. 11165). The Telecommuting Act is a government regulation in the Philippines that provides a legal framework for telecommuting or remote work arrangements. It outlines the rights and responsibilities of employers and employees engaging in telecommuting.

Work-Life Balance. Work-life balance is the equilibrium between employees' professional commitments and personal lives, ensuring that one does not negatively impact the other.

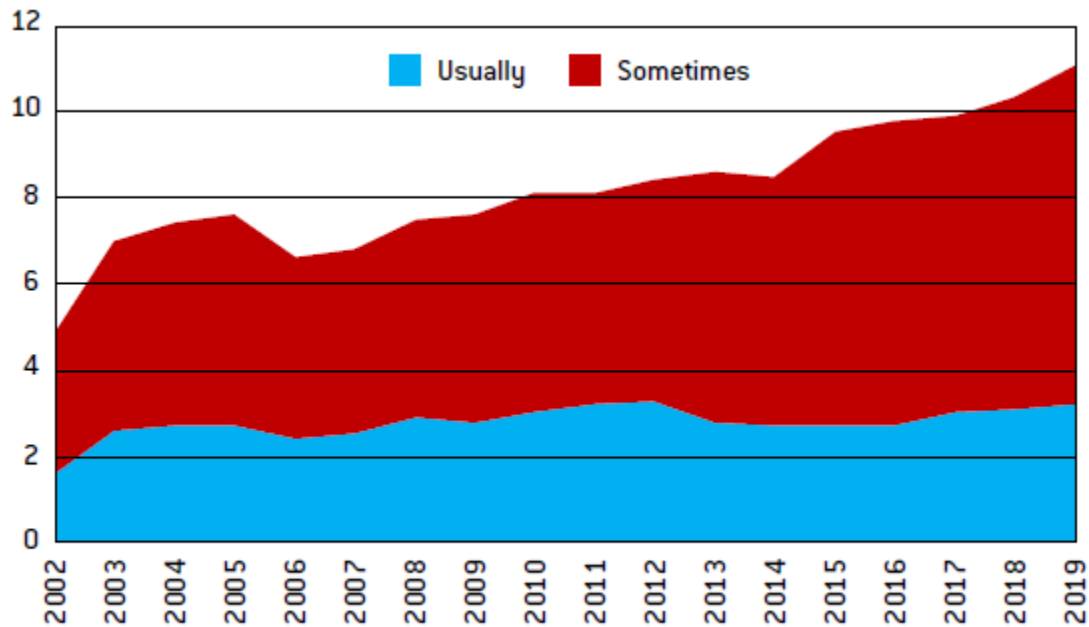
Work-Related Profile. The work-related profile encompasses factors relevant to employees' job functions, salary range, and position level.

2. Literature Review

2.1 Hybrid Model

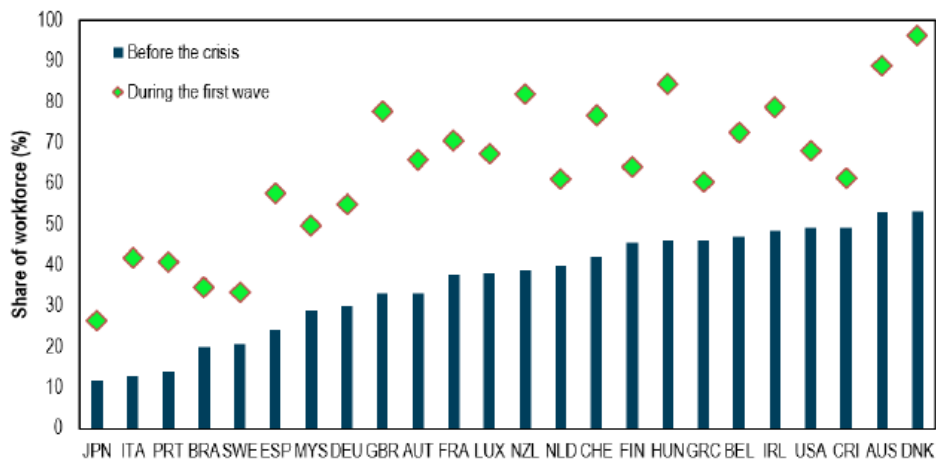
The hybrid model, or in its initial stage coined as telecommute or telework, is a form of work arrangement that allows employees to work at home or any other place within a given cycle, normally in a month and aided by communication technology (Grzegorzczuk, 2021). In the Philippines, Republic Act No. 11165, otherwise known as "An Act Institutionalizing Telecommuting as an Alternative Work Arrangement for Employees in the Public Sector", was approved last December 20, 2018, which encourages the use of a telecommuting model (GOVPH - Official Gazette, 2018). The government viewed this as a chance to improve traffic conditions (Corrales, 2019), while the Employers Confederation of the Philippines (ECOP) thought that adopting it would address employee's commuting issues, work-life balance, flexibility, business needs and improved employee engagement and retention (Dagoo, 2019). For the European Union (EU), the hybrid model or, known before as telework, was in effect since 2002 (Grzegorzczuk, 2021). The model has been there for quite a long time, but its implementation is wanting due to reasons like promotions, the need for face-to-face interaction and the nature of tasks (CRISCUOLO, Gal, Leidecker, Losma, & Nicoletti, 2021). According to a study conducted in Fujitsu, prior to the pandemic, managers prefer face to face, and internal surveys conducted resulted in 74% of respondents chooses to work in the office (Gratton, 2021). This is supported by another study (please see figure 3) conducted in 2019 by Eurostat, and the report stated that respondents' preferences: 3% works from home, 8% sometimes do it, and 9 out of 10 never do telework (Grzegorzczuk, 2021).

Figure 3
Employees Working From Home in the EU (% of total employment)



Source: Bruegel based on Eurostat, online data code: lfsa_ahomp.

The pandemic speeds things up. As happened in Fujitsu in Feb 2020, some 80,000 employees are working from home (Gratton, 2021). An increase in the adoption of teleworking is very much evident, as seen in Figure 4.



Note: MYS is the ISO 3166 Alpha 3 abbreviation for Malaysia.

Source: Telework Survey of OECD Global Forum on Productivity. Results based on Q2: "Approximately, what percentage of employees teleworked?"; Q3a: "Approximately, what percentage of employees was teleworking, and at what frequency, during the Spring 2020 lockdown period?".

This urgent adaptation of teleworking during the pandemic is a realization of the idea of working from homework. During the pandemic, a survey says that 63% of managers assessed the company's performance positively, while 74% of workers also had a positive rate with respect to their well-being (CRISCUOLO, Gal, Leidecker, Losma, & Nicoletti, 2021). It was also reported that persons are more productive during the pandemic when working from home than in pre-pandemic scenarios, and they are on premises (Barrero, Bloom, & Davis, 2021). In a study using 100,000 tweets worldwide and contain #WFH and #WorkFromHome, 73% have satisfied sentiment with WFH (Dubey & Tripathi, 2020).

What will happen after the pandemic? Will employees go back to pre-pandemic posture where the majority enjoys office setup? According to the study conducted by Accenture, 83% of employees prefer a hybrid setup (Smith, Christie; Pape, John-Paul; Ramirez, David A; Pienkowski, Elena, 2021). Executives, in an interview conducted by Lynda Gratton, said that the speed at which companies

adopted virtual work and the employee's preference for a new work model is outstanding, and this can be an opportunity – when it will be implemented correctly, can make employee's experience more purposeful, agile, and productive (Gratton, 2021). Overall, a positive assessment of the hybrid model is seen and even encourages an increase in teleworking (CRISCUOLO, Gal, Leidecker, Losma, & Nicoletti, 2021). Per (Barrero, Bloom, & Davis, 2021), WFH will stay because of 1) positive experience during the pandemic, 2) Investments in capital to enable telework, which includes IT innovations, 3) trust in the WFH practice, 4) risks of getting a disease and 5) increase productivity.

In the Philippines, out of 300 employees surveyed, 63% of respondents prefer a hybrid work model. The study also found that younger employees (ages 18 – 34) in the Philippines were more likely to prefer a hybrid work model than older employees. Flexibility, work-life balance, technology adoption, and cost savings associated with working remotely are the possible reasons why this demographic prefers the hybrid model. (Mercer, 2021)

For the gender demographics, a recent study suggests that women are more likely than men to say that the hybrid work model has helped them achieve a better work-life balance. In that same survey, it found that women are more likely than men to experience challenges with the hybrid work model, which includes feeling isolated from their colleagues, having difficulty setting boundaries between work and personal time, and feeling overwhelmed with the workload. (Society for Human Resource Management (SHRM), 2023)

Hybrid work is associated with higher productivity, according to a study by Vandaele, Sels, and De Cuyper (2022); in the same paper, the result suggests that providing employees with more flexibility, reducing stress and burnout, and creating a more collaborative work environment can lead to improved job execution and teamwork. (Vanadaele, 2022)

If the clamor is to include a hybrid model in office management, what then is needed to ensure its success? Time and Place are essential (Gratton, how to do hybrid right, 2021). Coinciding with time and place is the need for managers to consider four (4) perspectives: Jobs – Tasks, preferences of employees, projects – workflows, fairness – inclusions (Gratton, How to do hybrid right, 2021). The job-tasks theory by Gratton, 2021 is supported by a study conducted by Sostero et al. 2020. An in-depth review and consideration by the management on ICT (Information Communication Technology) investments, soft skills that help employees improve online communication, and scheduling to promote a level of face-to-face interaction (CRISCUOLO, Gal, Leidecker, Losma, & Nicoletti, 2021) are also factors that must be considered. Corollary to this is the need for an employee to get the necessary support on the personal and organizational resources so that an employee can be productive anywhere (Smith, Christie; Pape, John-Paul; Ramirez, David A; Pienkowski, Elena, 2021).

Hybrid work models offer several benefits to employees, including increased efficiency and the flexibility to manage personal responsibilities. This flexibility is especially valuable as on-site teamwork becomes more prominent. While hybrid work enhances in-person collaboration and relationships, it also requires careful scheduling and coordination due to the presence of both on-site and remote participants. Collaboration thrives in office settings, while individual work benefits from a home environment with fewer distractions. Individual performance improves noticeably, and team meetings excel with intentional planning during on-site interactions (WHITE, 2022).

According to recent Gallup research, hybrid work improves work-life balance, efficiency, and autonomy. It enables better time management, control over work hours and location, reduced burnout risk, and increased productivity. Employees can optimize their work methods for improved personal well-being and productivity, reflecting a desire for greater work flexibility. Gallup's research underscores that enhanced work-life balance and personal well-being are key factors influencing job choices (WHITE, 2022).

Another study aligns with these findings, emphasizing the positive impact of hybrid work on job satisfaction and performance. It notes a marginally favorable impact on team communication and collaboration, influenced by trust and information sharing. The collective evidence suggests that hybrid work is likely to play a significant role in the future of work (TRAN, 2022).

2.2 Synthesis

The hybrid work model has become a permanent norm adapted in the modern workplace environment. The challenge for the organizations is how to make it work and optimize this paradigm to maintain or improve the employee experience and work life integration. In the current hybrid work model, an employee may opt to work on flexible shift schedules and must work onsite for at least 8 days in a month. Flexible work arrangements should be approved by the employees' immediate manager.

The technology engineering company in this study had already adopted the hybrid work paradigm before the epidemic began. They may have the data to assess the efficacy of the work arrangements. However, our study aims to provide additional and valuable insights into the organization by examining employee perceptions and productivity of the existing hybrid (BWA) work model. Our study will examine many aspects of employee demographics, including age, gender, marital status, income range, position level, and work function. The objective of this study is to ascertain the employee perception of the preferred work model. This will also include the significant relationship of the hybrid work model to other employee productivity variables.

The results of our research will offer the technology, software, and engineering company significant insights on how to enhance its hybrid work model.

3. Methodology

3.1 Research Design

This research employs a cross-tabulation analysis and descriptive research design to investigate employee preferences for work models in an engineering technology company in Quezon City. The research design incorporates cross-tabulation analysis and a descriptive approach to investigate employees' preferences for work models based on demographic factors within a hybrid work context. A mixed method triangulation approach is utilized, combining both qualitative and quantitative methods to provide a comprehensive understanding of employee perceptions and preferences regarding the hybrid work model. This approach enhances the validity and reliability of the findings by corroborating results obtained from various research methods.

Data collection for this study was conducted through online surveys, allowing for flexible participation given the hybrid work model context that included their demographic information, experience and how the hybrid work model affects their work performance and work life balance.

3.2 Sample and Sampling Technique

This research uses the convenient sampling technique in which we gathered the data of those employees who are under the hybrid work model covering all the job functions and position levels in an engineering technology company in Quezon city.

3.3 Research Instrument

To gather all the data in this research, we used an MS forms online survey questionnaire that helped us gather the data and determine the impact of a hybrid work model in an engineering technology company in Quezon city.

3.4 Respondents/Research Locale

The research participants consisted of employees from a Technology Company situated in Quezon City. This organization operates at the forefront of the technology sector, offering innovative solutions across software and engineering domains. Encompassing a variety of job functions, from technical roles to managerial positions, the employee base represents a diverse array of expertise and perspectives.

Quezon City, known for its dynamic urban environment, provides an apt backdrop for this study. The organization's proactive adoption of the hybrid work model aligns with the research's focus on investigating its impact. The interplay of technological innovation and diverse job roles within this locale serves as a prime source of insights into the intricate dynamics of work models and their impact on employee experiences. The survey questionnaire was generated from various resources on the web, including Snap Survey (Nicholas, 2023) and People Insight (People Insight, n.d.).

3.5 Instrumentation

To ensure the reliability of our survey questionnaire, we sought validation from a psychometrician and a professional in the field. We asked for their feedback and insights on how to improve the questionnaire. Additionally, we incorporated questions in the survey related to employee satisfaction with the hybrid work model, its impact on work-life balance, overall employee experience, and its role in facilitating professional growth and development opportunities. This comprehensive survey approach is crucial in obtaining reliable data for our research.

3.6 Ethical Consideration

We encountered various ethical concerns in our work that included essential characteristics such as privacy, confidentiality, consent, and bias. To address privacy concerns, we made certain that all employees were fully informed about the goal of the research and how we intended to use their data. We also gave them the option of declining to participate if they were uncomfortable with the study. Confidentiality was a critical priority; therefore, we took precautions to securely store employee data, limiting access to only authorized people.

We collaborated closely with the corporation's legal experts to carefully assess the situation, and following their comprehensive evaluation, the requirement for a Non-Disclosure Agreement (NDA) was found to be unnecessary. It's essential to emphasize that throughout the process, we have not collected any personally identifiable data from the respondents, and no confidential company information has been gathered.

Our commitment to maintaining confidentiality and treating sensitive information with the utmost care remains a cornerstone of our approach. We are dedicated to the responsible handling of study findings and any data, prioritizing both privacy and discretion.

Moreover, our proactive recognition of potential bias's impact on the study's outcomes prompted us to implement a blind review strategy. This approach allowed us to identify and address any biases that may have arisen during the investigation. These ethical considerations, in conjunction with our collaboration with legal advisors, provided the essential framework for conducting the study in a manner that is both professional and respectful while upholding the rights and well-being of all participants.

In addition, a legal consultation was conducted. This legal agreement reaffirmed our commitment to protecting privacy and ensuring that any study findings, as well as any proprietary or confidential data, were handled with the utmost care and discretion.

3.7 Data Gathering Procedure

To provide a thorough investigation, the data collection technique for this research was multifaceted. The following steps were taken:

1. We created an organized employee survey with closed-ended and open-ended questions, capturing quantitative and qualitative data to analyze various aspects of the organization's operations, work environment, and employee happiness.
2. We performed a thorough literature review to build a solid research framework and contextualize findings within existing knowledge in employee surveys, organizational behavior, and human resource management.
3. Ethical approval and informed consent were obtained to protect participants' privacy and confidentiality throughout the research.
4. We analyzed the data statistically from the survey to derive relevant insights and identify patterns.
5. Triangulating data from surveys and conducting a literature review enhanced research credibility.
6. Findings were interpreted to provide significant insights into the company's procedures and employee attitudes.
7. Practical suggestions aligned with research objectives were offered to improve employee satisfaction, work culture, and organizational procedures.

3.8 Data Analysis

This study's data analysis took a comprehensive approach. We used cross-tabulation analysis and explanatory research statistics to find patterns and themes in the quantitative data from the employee survey. To acquire insights into employee feedback, the qualitative data from the survey will be thematically evaluated. To contextualize our research, we will summarize findings from the literature review. By comparing survey and literature review results, triangulation will be employed to increase the credibility of the conclusions. To investigate links between variables, inferential statistical analysis will be used. The resulting data will be analyzed to draw conclusions about the organization's operations and employee opinions. Based on our findings, we will make realistic recommendations to improve employee satisfaction, work culture, and organizational procedures.

3.9 Statistical Treatment of Data

The data collected for the study was evaluated using the Statistical Package for Social Science (SPSS) by the researchers. The data were organized using the aforementioned software to create relevant figures and tables for the purpose of presenting and discussing the findings of the study. The t-test is a statistical technique employed for hypothesis testing in order to examine the means of one or more populations. This methodology can be employed to ascertain if a particular group exhibits a deviation from a pre-established value, which is referred to as a one-sample t-test. Additionally, it can be utilized to determine if two distinct groups deviate from each other, known as an independent two-sample t-test. Furthermore, it can be employed to assess if there exists a statistically significant difference between two measures, which is referred to as a paired or dependent samples t-test. The statistical technique known as analysis of variance (ANOVA) is employed to examine the impact of one or more independent variables on a dependent variable. This study employs Analysis of Variance (ANOVA) to examine statistical variations among factors such as age, gender, civil status, and other demographic attributes in relation to their corresponding variables.

4. Results and Discussion

This chapter focuses on presenting and analyzing primary data collected from the Technology Company in Quezon City. The goal is to highlight the highest results and significant variable values with their corresponding interpretation. The data analysis will

emphasize the demographics preferred work model and hybrid work model in the context of productivity specific to job execution and teamwork, work-life balance and satisfaction and the employee experience.

A cross-tabulation analysis was performed to see how employee demographics match their preferred work model. This investigation seeks to identify demographic characteristics and employee work model preferences. By studying how different demographic groups prefer certain work models, we can find correlations that may guide workforce management tactics. Statistical correlation was also used to assess the degree of relationship or connection between the hybrid work model and job execution and teamwork, work-life balance and satisfaction and the employee experience.

Table 1
Preferred Work Setup Model based on Age Group

Description	Category	Onsite (Face-to-Face)	Remote	Hybrid (BWA)	Total
Age Group	21 - 30 yrs old	1	68	100	169
	31 - 40 yrs old	0	57	68	125
	41 - 50 yrs old	0	21	35	56
	51yrs old and above	0	1	3	4
Total		1	147	206	354

Table 1 illustrates the preferred work model based on age group. The largest group of respondents falls within the Age Group of 21 to 30 years old, constituting 169 participants or 47.74% of the total sample. Within the 21 to 30 age group, the most preferred work model is the Hybrid (BWA) model. Out of the 169 participants in this Age Group, 100 express a preference for the current hybrid work model. When considering the overall preference regardless of age, it shows that out of the total 354 respondents, 206 individuals (58.20%) favor the Hybrid (BWA) work model.

This finding is relevant to the study of NinjaOne research on a national online survey of 1,000 Gen Z Americans between the ages of 22 and 25. Propeller Insights conducted the survey from May 25 through 31. Almost a quarter (23%) of Generation Z, also known as the digital-first generation, prefers a remote work environment. Furthermore, nearly a third (32%) prefer a hybrid work model. Furthermore, a sizable majority (38%) stated that the requirement to work in an office five days a week is a major impediment to obtaining their ideal job. A positive IT onboarding experience is extremely important to this tech-savvy generation, with 94% rating it as "very important" or "somewhat important." Furthermore, an impressive 90% of Gen Zers are comfortable with IT administrators working on their computers remotely while they are working from a different location, whether at home or elsewhere. (NinjaOne, 2023)

Table 2
Preferred Work Model by Gender at Birth

Description	Category	Onsite (Face-to-Face)	Remote	Hybrid (BWA)	Total
Gender	Female	0	91	132	223
	Male	1	56	74	131
Total		1	147	206	354

Table 2 shows 206 out of 354 respondents' preferred hybrid work model based on Gender at Birth. Out of 354 respondents, 223 are categorized as "Female", with 59.20% or 132 respondents favors the Hybrid model. For male respondents, 74 respondents, or 56.50%, favors a Hybrid setup.

The study suggests a slight gender preference for hybrid work, likely influenced by evolving household responsibilities. Recent research highlights a shift towards a more equitable distribution of chores, reflecting broader societal strides in reducing gender biases. Traditionally, women shouldered more household duties, but recent studies show a shift, with men and women sharing responsibilities more. Their hybrid work preferences align with this change, offering flexibility for better integration of work and personal life. As norms trend towards gender equality, the gap in work preferences narrows, underlining the importance of considering evolving family dynamics. The findings signify a move towards inclusivity and balanced gender roles (Criscuolo, Gal,

Leidecker, Losma, & Nicoletti, The role of telework for productivity during and pos-covid-19: Result from an OECD survey among managers and workers, 2021).

Table 3
Preferred Work Model by Marital Status

Description	Category	Onsite	Remote	Hybrid	Total
		(Face-to-Face)		(BWA)	
Marital Status	Married	0	50	66	116
	Separated	0	2	1	3
	Single	1	94	138	233
	Widowed	0	1	1	2
Total		1	147	206	354

Table 3 shows respondent’s preferred work model based on Marital Status. Most respondents are single, which accounts for 233 or 65.8%. Out of those numbers, 138 or 59.22% still prefer the Hybrid model. The “Married” category has the second highest respondents at 116, in which 66 or 56.8% favors Hybrid Model.

By looking at the percentage, 59.22% and 56.8%, single and married, respectively, does not have a noticeable difference. These are the same findings that absorption as part of work engagement is the only one impacted according to marital status (Çemberci, 2022)

Table 4
Preferred Work Model by Salary Range

Description	Category	Onsite	Remote	Hybrid	Total
		(Face-to-Face)		(BWA)	
Salary Range	Php 15,000 to 25,000	0	15	24	39
	Php 25,001 to 35,000	0	55	64	119
	Php 35,001 to 45,000	1	40	31	72
	Php 45,001 to 55,000	0	17	25	42
	Php 55,001 and above	0	20	62	82
Total		1	147	206	354

In Table 4, the largest number of respondents is within the salary range of "Php 25,001 to 35,000," constituting 119 participants or approximately 33.6% of the total sample.

Within the "Php 25,001 to 35,000" salary range, the Hybrid (BWA) work model is preferred by 64 respondents, which accounts for 53.8% of the individuals within this salary bracket.

For the Php 55,001 and above, 75% of respondents prefer a hybrid setup. It was the largest acceptance rate of the hybrid model in terms of salary range. Conversely, the smallest number of respondents are in the "Php 15,000 to 25,000" salary range, comprising 39 participants or around 11.01% of the total. Out of these 39 respondents, 24 individuals, or 61.54%, express a preference for the hybrid work model.

In essence, Table 1.04 demonstrates that while respondents across various salary ranges have shown a preference for the Hybrid (BWA) work model, the extent of this preference varies between salary brackets. Those in the middle salary range ("Php 25,001 to 35,000") exhibit the highest inclination towards the hybrid setup, whereas the lowest salary bracket ("Php 15,000 to 25,000") also displays a notable preference for the hybrid model, albeit from a smaller sample. Size.

The group with the highest earnings has the highest acceptance rate, and this is reflected in the study, which states that higher earners value options to WFH and planned WFH in the post-pandemic economy rise steeply with earnings (Barrero, Bloom, & Davis, 2021).

Table 5
Preferred Work Model by Position

Description	Category	Onsite (Face-to-Face)	Remote	Hybrid (BWA)	Total
Position	Individual Contributor	1	126	146	273
	Team Leader/Supervisor	0	17	30	47
	Manager	0	4	27	31
	Director and above	0	0	3	3
Total		1	147	206	354

Table 5 shows respondents' preferred work model based on Position. "Individual Contributors" has the greatest number of respondents at 273 or 77.11%. 146, or 53.50%, favors the Hybrid Model.

In the "Manager" category, out of 31 respondents, 27 or 87.10% favors the Hybrid Model.

This somehow supports the result of a survey that says workers and managers agree that hybrid models are most desirable, where 42% of the managers believe that teleworking is acceptable (Criscuolo, Gal, Leidecker, Losma, & Nicoletti, 2021)

Table 6
Preferred Work Model by Job Function

Description	Category	Onsite (Face-to-Face)	Remote	Hybrid (BWA)	Total
Job Function	Business Support	0	13	13	26
	Customer Service and Support	0	80	91	171
	Finance	0	0	11	11
	General Management	0	1	1	2
	Human Resources (HR)	0	6	13	19
	Information Technology (IT)	0	13	15	28
	Legal	0	0	1	1
	Marketing	0	8	19	27
	Operations	0	11	20	31
	Product Hardware Engineering	0	3	5	8
	Quality	0	2	5	7
	Sales	1	0	7	8
	Supply Chain	0	10	5	15
Total		1	147	206	354

Table 6 shows respondents' preferred work model based on Job Function. "Customer Service Support" has the greatest number of respondents at 171 or 48.30%, of which 91 or 53.20% favors the Hybrid Model.

A study prepared by Accenture states that around 83% of their respondents think that the Hybrid Work Model is optimal. (Smith, Christie; Pape, John-Paul; Ramirez, David A; Pienkowski, Elena, 2021). Another study suggests that the option for employees to work at home across categories such as age, gender and earnings are pervasive (Barrero, Bloom, & Davis, 2021).

The demographic preferences for work models are shown in the cross-tabulation tables allow us to identify trends, shifts, and concentrations at these intersections. The findings of this cross-tabulation analysis will assist us in better understanding how demographics influence employee work model choices. These insights will aid in the tailoring of organizational policies to varied employee needs, the optimization of resource allocation, and the development of effective workforce management techniques.

Table 7
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Gender

Description	Gender	N	Mean	SD	F	Sig. Value	Decision of H ₁	Verbal Interpretations
Hybrid Work Model	Male	223	3.34	0.69	3.387	0.067	Accept	Not Significant
	Female	131	3.30	0.74				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 7 depicts the significant difference between groups indicated by the Independent Sample T-Test between Job Execution and Teamwork by Gender.

This is shown in the chart titled "The Level of Effectiveness of Hybrid Work Model to Work-life Balance and Satisfaction According to Gender" based on 354 respondents. However, statistical analysis (M=3.34, SD=0.69 for males; M=3.30, SD=0.74 for females) reveals no significant difference (t,352) = -492, F(1,102) = 3.387, p=0.067, p>0.05). This suggests a 93.3% likelihood of response accuracy and a 6.7% chance of inaccuracy. Overall, there's no substantial gender-based difference in perceptions of job execution and teamwork's impact on the Hybrid Work model.

This finding is supported by the result of the crosstab table (Table 2.01); the gap between the genders is not that much; probably, this slight difference has something to do with the household chores were both men and women can share amongst themselves (Criscuolo, Gal, Leidecker, Losma, & Nicoletti, The role of telework for productivity during and pos-covid-19: Result from an OECD survey among managers and workers, 2021).

Table 8
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Gender

Description	Gender	N	Mean	SD	F	Sig. Value	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	Male	223	3.32	0.76	2.116	0.147	Accept	Not Significant
	Female	131	3.43	0.70				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 8 assesses work-life balance and satisfaction on a hybrid work model by gender. Notably, no significant gender differences were found in work-life balance effectiveness (Male Mean: 3.42, Female Mean: 3.44) and perceived improvement due to the hybrid work model (Male Mean: 3.34, Female Mean: 3.41). Although variations in completing work within shifts were noted (Male Mean: 3.19, Female Mean: 3.44), significance (Sig. Value: 0.067) wasn't achieved.

The overall analysis of the "Work-life Balance and Satisfaction" grand mean also supports minimal gender impact (Male Grand Mean: 3.32, Female Grand Mean: 3.43). The non-significant F-Value (2.116) and Sig. Value (0.147) affirms this. In conclusion, gender doesn't significantly affect the perception of Work-life Balance and Satisfaction in a hybrid work model.

Table 9
Impact of Hybrid Work Model to Overall Employee Experience According to Gender

Description	Gender	N	Mean	SD	F-Value	Sig. Value	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	Male	223	3.40	0.79	2.136	0.145	Accept	Not Significant
	Female	131	3.50	0.70				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 9 assesses the gender-specific impact of overall employee experience on the hybrid work model. Satisfaction with hybrid work model flexibility and recommendations doesn't exhibit significant gender differences (p > .05). However, a significant gender distinction emerges regarding the hybrid model's alignment with individual work-life balance needs and personal obligations (p < .05). Male participants (M = 3.37, SD = 0.86) and Female participants (M = 3.50, SD = 0.73) significantly differ in this aspect. The overall employee experience doesn't significantly differ by gender (p > .05).

A recent study conducted by the Society for Human Resource Management (SHRM) found that women are more likely than men to say that the hybrid work model has helped them achieve a better work-life balance. This is likely due to the fact that women are more likely than men to have caregiving responsibilities, such as taking care of children or elderly parents. The hybrid model allows women to better manage their work and personal responsibilities by giving them the flexibility to work from home some days of the week. However, it is important to note that the study also found that women are more likely than men to experience challenges with the hybrid work model. These challenges include feeling isolated from their colleagues, having difficulty setting boundaries between work and personal time, and feeling overwhelmed with the workload. (Society for Human Resource Management SHRM, 2023)

Table 10
Impact of Hybrid Work Model to Job Execution and Teamwork According to Age Group

Description	Age Group	N	M	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	21 - 30 y.o.	169	3.39	0.69	1.36	0.254	Accept	Not Significant
	31 - 40 y.o.	125	3.27	0.70				
	41 - 50 y.o.	56	3.23	0.77				
	51 y.o. & above	4	3.00	0.72				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

A one-way analysis of variance (ANOVA) test compares the means of three or more groups, as shown in Table 10, which illustrates the impact of the hybrid work model on job execution and teamwork across different age groups. The age groups considered are 21-30, 31-40, and 41-50 years old.

The hybrid work model's ability to improve team communication and collaboration was significantly different between the three groups (p-value = 0.041). The three age groups have different mean perceptions of job execution and teamwork.

However, the ANOVA test showed no significant grand mean difference between the three groups (p-value = 0.254). This means the three age groups have similar mean perceptions of job execution and teamwork. The hybrid work model is seen as enabling team communication and collaboration, regardless of age. Collaboration is indeed significant, and it is supported by a study that says reduced collaboration tells us that it is impacted by feelings of unfairness in the workplace, thus the need to pay attention to inclusion and fairness in managing a hybrid work model (Gratton, The four perspectives for successful hybrid work implementation, 2021).

Table 11
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Age Group

Description	Age Group	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	21 - 30 y.o.	169	3.36	0.76	1.099	0.349	Accept	Not Significant
	31 - 40 y.o.	125	3.30	0.74				
	41 - 50 y.o.	56	3.45	0.64				
	51 y.o. & above	4	3.84	0.19				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

In Table 11, it is shown, using the overall Grand Mean (F=1.099, p = 0.349), that there is no statistical difference between "Age Group" and "Work-Life Balance". The result for all the questions also suggests that there are no significant differences. The hybrid model indeed improves organization performance because it helps raise workers' satisfaction through better work-life balance. Telework could directly improve firm performance by raising worker satisfaction through better work-life balance (CRISCUOLO, Gal, Leidecker, Losma, & Nicoletti, 2021; Grzegorzczuk, 2021). Age does not have significant differences based on the literature availed.

Table 12
Impact of Hybrid Work Model to Overall Employee Experience Satisfaction According to Age Group

Description	Age Group	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	21 - 30 y.o.	169	3.40	0.79	1.296	0.276	Accept	Not Significant
	31 - 40 y.o.	125	3.40	0.76				
	41 - 50 y.o.	56	3.61	0.66				
	51 y.o. & above	4	3.25	0.96				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

In Table 12, the null hypothesis is “Accepted”. The grand mean (F=1.296, p = 0.276) and all questions are interpreted as “Not Significant”.

There is no significant difference between the Overall employee experience according to age. The crosstab value in Table 5 of this paper supports this finding, though the study shows that younger employees (ages 18-34) were more likely to prefer a hybrid work model than older employees (Mercer, 2021).

Table 13
Impact of Hybrid Work Model to Job Execution and Teamwork According to Marital Status

Description	Marital Status	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	Married	116	3.25	0.77	1.45	0.23	Accept	Not Significant
	Separated	3	3.00	0.67				
	Single	233	3.36	0.67				
	Widowed	2	4.00	0.00				

Note: > .05 Accept H₀ (Not Significant) < 0.05 Reject H₀ (Significant)

As to the significant differences in Job Execution and Teamwork” according to “Marital Status”, Table 13 suggests that there is no significant difference among the groups. The grand mean (F=1.454, p = 0.227) and the rest of the questions all have the same result, which states that there is no significant difference.

In a study where absorption, dedication, and vigor as sub-dimension of work-engagement, they conclude that there is a difference in the absorption sub-dimension, depending on whether employees are married or not. It also suggests that to increase the work engagement of an employee; managers should look into their marital status (Cemberci, Emre, Ertenel, & Comert, 2022)

Table 14
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Marital Status

Description	Marital Status	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	Married	116	3.31	0.78	0.77	0.51	Accept	Not Significant
	Separated	3	3.22	0.19				
	Single	233	3.38	0.71				
	Widowed	2	4.00	0.00				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As to the significant differences between Work-life Balance and Satisfaction” and “Marital Status”, Table 14 suggests that there is no significant difference among the variables. The grand mean (F=0.772, p = 0.510) and the rest of the questions all have the same result, which states that there is no significant difference among the variables.

Table 15
Impact of Hybrid Work Model to Overall Employee Experience Satisfaction According to Marital Status

Description	Marital Status	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	Married	116	3.43	0.78	0.08	0.97	Accept	Not Significant
	Separated	3	3.33	0.58				
	Single	233	3.43	0.76				
	Widowed	2	3.67	0.47				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 15 shows similar behavior as the other demographics. All questions, including the grand mean (F =0.079, p = 0.971), suggest that there is no statistical difference between Overall Employee Experience Satisfaction and Marital Status.

The conclusion by (Cemberci, Emre, Ertenel, & Comert, 2022) showed that employees in a flexible working arrangement can balance both their personal obligations and their work and domestic responsibilities, like childcare is not a factor that diminishes their work engagement.

Table 16
Impact of Hybrid Work Model to Job Execution and Teamwork According to Salary Range

Description	Salary Range PHP	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	15,000 to 25,000	39	3.38	0.81	1.443	0.219	Accept	Not Significant
	25,001 to 35,000	119	3.43	0.62				
	35,001 to 45,000	72	3.21	0.76				
	45,001 to 55,000	42	3.29	0.73				
	55,001 and above	82	3.25	0.71				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As per Table 16, the Grand Mean (F=1.443, p = 0.219) and all questions pertaining to the significant difference between “Job Execution and Teamwork” and “Salary Range” implies that there is no statistical difference between the two.

Table 17
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Salary Range

Description	Salary Range PHP	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Work Model	15,000 to 25,000	39	3.43	0.79	1.398	0.234	Accept	Not Significant
	25,001 to 35,000	119	3.43	0.68				
	35,001 to 45,000	72	3.19	0.84				
	45,001 to 55,000	42	3.42	0.65				
	55,001 and above	82	3.34	0.71				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As shown in Table 17, all questions, including the Grand Mean (F=1.398, p =0.234), indicates that there are no significant differences between Work-life Balance and Salary Range.

Table 18
Impact of Hybrid Work Model to Overall Employee Experience According to Salary Range

Description	Salary Range PHP	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Model	15,000 to 25,000	39	3.44	0.85	1.108	0.353	Accept	Not Significant
	25,001 to 35,000	119	3.44	0.72				
	35,001 to 45,000	72	3.28	0.85				
	45,001 to 55,000	42	3.54	0.67				
	55,001 and above	82	3.50	0.73				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 18 shows that there is no significant difference between Overall Employee Experience Satisfaction towards the Salary Range. The grand mean (F=1.108, p = 0.353) and all other questions exhibit the same result.

Table 19
Impact of Hybrid Work Model to Job Execution and Teamwork According to Position Level

Description	Position Level	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Hybrid Model	Individual Contributor	273	3.34	0.70	0.767	0.513	Accept	Not Significant
	Team Leader/Supervisor	47	3.19	0.84				
	Manager	31	3.39	0.55				
	Director and above	3	3.11	0.84				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As shown in Table 19, all questions, including the Grand Mean (F=0.767, p =0.513), indicates that there are no significant differences between Job Execution and Position Level.

Table 20
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Position Level

Hybrid Work Model	Position Level	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Work-life Balance and Satisfaction	Individual Contributor	273	3.37	0.73	1.058	0.367	Accept	Not Significant
	Team Leader/Supervisor	47	3.21	0.87				
	Manager	31	3.51	0.54				
	Director and above	3	3.45	0.69				

Note: > .05 Accept H₀ (Not Significant) < 0.05 Reject H₀ (Significant)

The “Work-life Balance and Satisfaction” towards “Position Level”, as displayed in Table 20, suggests that there is no significant difference between the two. The grand mean (F=1.058, p = 0.367) and all the questions exhibited the same behavior.

Table 21
Impact of Hybrid Work Model to Overall Employee Experience Satisfaction According to Position Level

Hybrid Work Model	Position Level	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Employee Experience	Individual Contributor	273	3.41	0.77	1.817	0.144	Accept	Not Significant
	Team	47	3.35	0.84				
	Leader/Supervisor	31	3.72	0.50				
	Manager	3	3.67	0.58				
	Director and above	3	3.67	0.58				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

Table 21 with a grand mean (F=1.817, p = 0.144) and all questions suggest that there are no significant differences between Overall Employee Experience Satisfaction as against Position Level.

Table 22
Impact of Hybrid Work Model to Job Execution and Teamwork According to Job Function

Hybrid Work Model	Job Function	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Job Execution and Teamwork	Business Support	26	3.40	0.71	0.87	0.58	Accept	Not Significant
	Customer Service and Support	171	3.31	0.74				
	Finance	11	3.27	0.57				
	General Management	2	2.00	1.41				
	Human Resources (HR)	19	3.44	0.60				
	Information Technology (IT)	28	3.39	0.60				
	Legal	1	4.00					
	Marketing	27	3.38	0.62				
	Operations	31	3.34	0.75				
	Product Hardware Engineering	8	3.21	0.62				
	Quality	7	3.24	0.42				
	Sales	8	3.17	0.80				
	Supply Chain	15	3.20	0.80				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

The overall Grand mean (F=0.867, p = 0.581) and all the questions, as per Table 22, indicates that "Job Execution and Teamwork" and "Hybrid model" based on Job Function have no significant difference.

Table 23
Impact of Hybrid Work Model to Work-life Balance and Satisfaction According to Job Function

Hybrid Work Model	Job Function	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Work-life Balance and Satisfaction	Business Support	26	3.49	0.75	1.38	0.17	Accept	Not Significant
	Customer Service and Support	171	3.32	0.79				
	Finance	11	3.61	0.57				
	General Management	2	2.17	1.65				
	Human Resources (HR)	19	3.53	0.68				
	Information Technology (IT)	28	3.33	0.55				
	Legal	1	4.00					
	Marketing	27	3.45	0.48				
	Operations	31	3.36	0.74				
	Product Hardware Engineering	8	3.13	0.66				
	Quality	7	3.86	0.18				
	Sales	8	3.38	0.57				
	Supply Chain	15	3.07	0.86				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As suggested in Table 23, the Work-life Balance and Satisfaction and the Job Function are statistically no significant differences. This is shown in the Grand Mean (F=1.384, p = 0.171) and all other questions which support the “no significant difference” angle.

Table 24
Impact of Hybrid Work Model to Overall Employee Experience According to Job Function

Hybrid Work Model	Job Function	N	Mean	SD	F	Sig.	Decision of H ₁	Verbal Interpretation
Overall Employee Experience Grand Mean	Business Support	26	3.51	0.71	1.553	0.104	Accept	Not Significant
	Customer Service and Support	171	3.37	0.80				
	Finance	11	3.79	0.37				
	General Management	2	2.00	1.41				
	Human Resources (HR)	19	3.53	0.71				
	Information Technology (IT)	28	3.51	0.69				
	Legal	1	4.00					
	Marketing	27	3.56	0.56				
	Operations	31	3.47	0.85				
	Product Hardware Engineering	8	3.33	0.50				
	Quality	7	3.95	0.12				
	Sales	8	3.42	0.64				
	Supply Chain	15	3.16	0.93				

Note: > .05 Accept H₁ (Not Significant) < 0.05 Reject H₁ (Significant)

As per Table 24, the Grand mean ($F= 1.553, p = 0.0104$) and all other questions suggest that there is no significant difference among the variables.

Table 25
Weighted Mean of Job Execution and Teamwork on Hybrid Work Model

Job Execution and Teamwork	N	Mean	Std. Deviation	Verbal Interpretation
The hybrid work model improved the efficiency and effectiveness of job execution and completion	354	3.37	0.79	Agree
The hybrid work model enables effective communication and collaboration among team members.		3.27	0.73	Agree
The deadlines and deliverables are well managed in the hybrid work model.		3.32	0.82	Agree
Grand Mean		3.32	0.71	Agree

Legend: 4.00-3.51 Strongly Agree, 3.50-2.51 Agree, 2.50-1.51 Disagree, 1.50-1.00 Strongly Disagree

Table 25 displays the weighted mean Job Execution and Teamwork on the hybrid work model. The highest mean score comes from "The hybrid work model improved the efficiency and effectiveness of job execution and completion," which has a mean rating of ($M=3.37, SD=0.79$) and is read as "Agree." "The deadlines and deliverables are well managed in the hybrid work model," with a mean rating of ($M=3.32, SD=0.82$), is the lowest and is translated as "Agree."

The grand mean perception rating is ($M=3.32, SD=0.71$), which is regarded as "Agree" in terms of Job Execution and Teamwork. This only implies that "the hybrid work model improved the efficiency and effectiveness of job execution and completion.", based on the perception or belief of 354 respondents, which has A significant variance from each other and has A significant variance when all the questions were aggregated based on the sample population. The results in table 2.01 indicate that the hybrid work model has an impact on employees' psychological demands for autonomy, competence, and relatedness. The improved efficiency and effectiveness in job execution and teamwork could be driven by employees' enhanced sense of autonomy and competence in managing their tasks in a hybrid work environment. The flexibility of the model might allow employees to exercise more control over their work, leading to increased intrinsic motivation and satisfaction. This aligns with Ryan and Deci's Theory of Self-Determination, which suggests that fulfilling these psychological needs results in greater well-being and performance. (Deci, 2000)

Table 26
Weighted Mean of Work-life Balance and Satisfaction on Hybrid Work Model

Work-life Balance and Satisfaction	N	Mean	Std. Deviation	Verbal Interpretation
I am able to effectively balance my professional and personal activities.	354	3.43	0.75	Agree
The hybrid work model has improved my work-life balance to a great extent.		3.36	0.86	Agree
I completed all my work within my shift, regardless of whether I was working from home or in the office.		3.29	0.87	Agree
Grand Mean		3.36	0.73	Agree

Legend: 4.00-3.51 Strongly Agree, 3.50-2.51 Agree, 2.50-1.51 Disagree, 1.50-1.00 Strongly Disagree

The weighted mean of Work-Life Balance and Satisfaction on the hybrid work model is shown in Table 26. The highest mean score in the table is from "I am able to effectively balance my professional and personal activities," which has a mean rating of ($M=3.43, SD=0.75$) and is read as "Agree." "I completed all of my work within my shift, whether I was working from home or in the office" has the lowest mean rating ($M=3.29, SD=0.73$) and is translated as "Agree." This connects to the Projects – Workflows perspective, where the ability to manage tasks and projects seamlessly, regardless of location, is essential. While the agreement indicates that this is happening to some extent, the slight variance in scores implies room for improvement. Gratton's emphasis on the integration of projects and workflows in a hybrid work setting highlights the importance of efficient collaboration and communication across different work modalities. (Gratton, 2021)

The grand mean perception assessment (M=3.36, SD=0.73) is evaluated as "Agree" in terms of Work-life Balance and Satisfaction. This only implies that "I am able to effectively balance my professional and personal activities." based on the results of 354 respondents' perceptions or beliefs, they have significant variances from each other and have significant variances when all the questions were aggregated based on the sample population. Furthermore, the application of Blau's (1964) theory of social exchange provides a lens through which the preferences for hybrid work arrangements are studied. The organization's support and resources directly influence the social exchanges between employees and the organization, thereby impacting employee experience satisfaction and cultivating stronger employee-employer relationships. The varying mean scores in Table 13 underscore the interplay between satisfaction with individualized work-life balance needs and the hybrid work model's attributes, highlighting the significance of supportive organizational practices. (Blau, 1964)

Table 27
Weighted Mean of Overall Employee Experience Satisfaction on Hybrid Work Model

Overall Employee Experience Satisfaction	N	Mean	Std. Deviation	Verbal Interpretation
I am satisfied with the flexibility provided by the hybrid work model	354	3.45	0.76	Agree
I will recommend the hybrid work model to my professional colleagues.		3.43	0.82	Agree
The hybrid work model caters well to my individual work-life balance needs and personal obligations.		3.42	0.81	Agree
Grand Mean		3.43	0.76	Agree

Legend: 4.00-3.51 Strongly Agree, 3.50-2.51 Agree, 2.50-1.51 Disagree, 1.50-1.00 Strongly Disagree

Table 27 displays the weighted mean of the impact of Overall Employee Experience Satisfaction on the hybrid work model. The highest mean score in the table is from "I am satisfied with the flexibility provided by the hybrid work model," which has a mean rating of (M=3.45, SD=0.76) and is read as "Agree." "The hybrid work model caters well to my individual work-life balance needs and personal obligations." gets the lowest mean rating (M=3.42, SD=0.76) and is translated as "Agree." In terms of Work-Life Balance and Satisfaction, the grand mean perception assessment is (M=3.43, SD=0.76), which is interpreted as "Agree."

This only implies that "I am satisfied with the flexibility provided by the hybrid work model." based on the results of 354 respondents' perceptions or beliefs, has significant variances from each other and has significant variances when all the questions were aggregated based on the sample population. Drawing upon Gajendran and Harrison's (2007) theory of job demands and resources (JD-R Theory), this theory examines the intricate balance between job demands and resources, encompassing physical, psychological, and social aspects, within the hybrid work paradigm. The nuanced exploration of factors such as task execution, teamwork, communication, and deadline management sheds light on how these aspects interact to shape the model's effectiveness and efficiency. The findings in Table 2.02 connect with this theory, showcasing the pivotal role of flexibility and its connection to employee satisfaction and productivity within the hybrid work framework. (Gajendran, 2007)

This aligns with the Jobs–Tasks perspective, suggesting that when individuals feel they can manage their work and personal responsibilities effectively, it enhances their satisfaction and overall productivity. This result resonates with Gratton's assertion that a crucial aspect of hybrid work success lies in aligning job tasks with the flexibility offered by remote work. (Gratton, 2021)

Table 28
Strength of Association between Post Pandemic (Hybrid/BWA) and Job Execution and Teamwork

Predictors	Pearson Correlation	p-value	Decision on H₂	Interpretation
Post Pandemic (Hybrid/BWA)	0.743	0.001	Reject	Significant
Job Execution and Teamwork				

**. Correlation is significant at the 0.05, **. Correlation is significant at the 0.01 Decision Rule for assessing if the test is significant (for $\alpha=.05$): If $p \leq .05$ (There is a significant relationship), if $p \geq .05$ (There is no significant relationship), Note: Overall Grand Mean for both predictors.*

Table 28 shows the correlation between the “Post Pandemic (Hybrid/BWA)” and the “Job Execution and Teamwork”. It can be seen in the coefficient that “There is a positive, strong” significant relationship with a Pearson Correlation value of 0.743, equivalent to 74.3%. The result suggests that we can predict a 74.3% chance that “Post Pandemic (Hybrid/BWA)” is associated with “Job Execution and Teamwork”. The p-value of 0.001 rejects the null hypothesis, and the predictors have a significant relationship.

In a study by Vandaele, Sels, and De Cuyper (2022), they concluded that hybrid work is associated with higher productivity. The study discovered that providing employees with more flexibility, reducing stress and burnout, and creating a more collaborative work environment can lead to improved job execution and teamwork. (Vanadaele, 2022)

Hybrid workers achieve efficient personal performance while enjoying the flexibility to manage life responsibilities. This is particularly valuable as teamwork dominates on-site activities. The balance between personal tasks and collaborative efforts gains significance. While hybrid work enhances in-person collaboration and relationships, it necessitates intricate scheduling and meeting coordination due to the presence of both in-person and remote participants. Notably, tasks like collaboration thrive in office settings, while individual work benefits from a home environment with fewer distractions. Individual deliverables are notably improved, and team meetings excel through intentional planning during on-site interactions. (WHITE, 2022)

Table 29
Strength of Association between Post Pandemic (Hybrid/BWA) and Work-life Balance and Satisfaction

Predictors	Pearson Correlation	p-value	Decision on H ₂	Interpretation
Post Pandemic (Hybrid/BWA) Grand Mean				
Work-life Balance and Satisfaction Grand Mean	0.792	0.001	Reject	Significant

*. Correlation is significant at the 0.05, **. Correlation is significant at the 0.01 Decision Rule for assessing if the test is significant (for $\alpha=.05$): If $p \leq .05$ (There is a significant relationship), if $p \geq .05$ (There is no significant relationship), Note: Overall Grand Mean for both predictors.

Table 29 shows the correlation between the “Post Pandemic (Hybrid/BWA)” and the “Work-life Balance and Satisfaction”. The Pearson Correlation coefficient value of 0.792 or 79.2% suggests a “positive, strong” significant relationship.

The “Post Pandemic (Hybrid/BWA)” is associated towards “Work-life Balance and Satisfaction” at the rate of 79.2%. The significant value of 0.001 rejects the null hypothesis and can be interpreted to have a significant relationship.

In the recent Gallup research, hybrid work offers enhancements in work-life balance, efficiency, and autonomy. Key advantages include improved time management, control over work hours and location, decreased burnout risk and heightened productivity. This model allows employees to optimize their work methods for effectiveness, leading to improved personal well-being and on-the-job productivity. The preference for hybrid work stems from a desire for greater freedom in choosing when, where, and how to work. Gallup research underscores that improved work-life balance and personal well-being are top factors influencing job changes. (White, 2022)

Table 30
Strength of Association between Post Pandemic (Hybrid/BWA) and Overall Employee Experience

Predictors	Pearson Correlation	p-value	Decision on H ₂	Interpretation
Hybrid Grand Mean				
Overall Employee Experience Grand Mean	0.796	0.001	Reject	Significant

*. Correlation is significant at the 0.05, **. Correlation is significant at the 0.01 Decision Rule for assessing if the test is significant (for $\alpha=.05$): If $p \leq .05$ (There is a significant relationship), if $p \geq .05$ (There is no significant relationship), Note: Overall Grand Mean for both predictors.

Table 30 shows the correlation between the “Post Pandemic (Hybrid/BWA)” and the “Overall Employee Experience”. The coefficient value of 0.796 or 79.6% suggests that “There is a positive, strong” significant relationship. There is a 79.6% chance that “Post

Pandemic (Hybrid/BWA)" is associated towards "Overall Employee Experience". The p-value of 0.001, which is less than the significant value of 0.05, rejects the null hypothesis, and the predictors have a significant relationship.

The hybrid work model improves the overall employee experience by offering a variety of perks. Employees who work from home report higher productivity throughout the day. This model allows employees to engage in both collaborative in-person conversations and distant work for activities that require focus. It is an innovative approach to labor management that promotes increased productivity and worker satisfaction. Employees in the hybrid model develop good work habits and appreciate the flexibility to work from a variety of locations, transforming the workplace into a mix of home, office, and co-working spaces. (T. Saritha, 2023)

Table 31
Strength of Association between Post Pandemic (Hybrid/BWA) and Hybrid Work Model Engagement

Predictors	Pearson Correlation	p-value	Decision on H₂	Interpretation
Post Pandemic (Hybrid/BWA)	0.844	0.001	Reject	Significant
Overall Grand Mean				

Table 31 shows the correlation between the "Over all Post Pandemic (Hybrid/BWA)" and the "Hybrid Work Model Engagement". It can be seen in the coefficient that "There is a positive, strong" significant relationship with a Pearson Correlation value of 0.844, equivalent to 84.4%. The result suggests that we can predict an 84.4% chance that "Post Pandemic (Hybrid/BWA)" is associated towards "Overall Employee Experience".

The p-value of 0.001 rejects the null hypothesis, and the predictors have a significant relationship. This is aligned with the result from another study where the majority of people work; there is a clear beneficial impact of blended work on job satisfaction. The impact of hybrid work on performance is undeniably favorable. Hybrid work was found to have a marginally favorable impact on team communication and collaboration. Because trust and information sharing affect the quality of communication and collaboration, the novelty of some teams may have influenced the results in this sample. The favorable benefits of hybrid work on these three dimensions imply without a doubt that hybrid work may be part of the future of work. (Tran, 2022)

5. Conclusion

5.1 Statistical Data Key Findings

The survey of 354 respondents revealed a preference for the Hybrid (BWA) work model, with 206 in favor, while 147 preferred remote work and only one favored traditional face-to-face arrangements. Notably, participants aged 21 to 30 showed a strong preference for the Hybrid model, with 100 out of 169 respondents indicating this preference. This finding is pertinent to NinjaOne's national online poll of 1,000 22–25-year-old Gen Z Americans. The Propeller Insights survey ran May 25–31. Virtual work is preferred by 23% of Generation Z, the digital-first generation. Additionally, 32% favor a blended work model. A large majority (38%) said that working in an office five days a week prevents them from getting their dream career. This tech-savvy generation values IT onboarding, with 94% considering it "very important" or "somewhat important." Amazingly, 90% of Gen Zers are OK with IT admins working on their PCs remotely from home or elsewhere. (NinjaOne, 2023)

When the influence of gender on work model preferences was considered, females had a higher preference (59.20%) for the Hybrid model than males (56.50%). This disparity could be attributed to the recognition of the Hybrid model's potential to meet work-life balance requirements while also accommodating personal obligations. A recent SHRM study found that women are more likely than men to say the hybrid work model has improved their work-life balance. This is likely because women care for children and elderly parents more than males. Women can work from home on certain days of the week under the hybrid model to better balance their personal and professional lives. Importantly, the study found that women struggle more than men with the hybrid work arrangement. These issues include feeling separated from coworkers, having trouble separating work and personal time, and being overwhelmed by work. (Society for Human Resource Management SHRM, 2023)

Analysis of job execution and teamwork under the Hybrid model demonstrated significant improvements in task performance and team collaboration. However, challenges were identified in managing deadlines and deliverables, suggesting room for enhancement in this aspect.

In terms of work-life balance and overall satisfaction, the Hybrid model achieved an effective balance between professional responsibilities and personal pursuits. Nevertheless, there was a perceived challenge in completing tasks within designated shifts, regardless of location, indicating a need for refined strategies (Gajendran, 2007).

The study highlighted that employees found contentment and satisfaction through the Hybrid model's flexibility. However, there is room for improvement in aligning the model with individual work-life balance and personal commitments.

The preference for the Hybrid (BWA) model demonstrated a strong positive correlation with positive perceptions of job execution, teamwork, work-life balance, satisfaction, and overall employee experience. This indicates that those favoring the Hybrid model reported more positive experiences in these areas, emphasizing the value of flexibility and autonomy offered by the model as a positive exchange for engagement. Consequently, employees displayed enhanced efficiency and effectiveness in task performance and team collaboration (Blau, 1964).

5.2 Qualitative Data Key Findings

Our evaluation of the hybrid work model at the Technology Company in Quezon City, with 354 respondents, highlights diverse employee perspectives. They shared feedback on Job Execution and Teamwork, Work-Life Balance and Satisfaction, and Overall Employee Experience.

Employees acknowledged positive aspects of the hybrid setup, including meeting deadlines and task completion, but noted differences across roles. Communication emerged as a key factor influencing teamwork, with face-to-face interactions considered valuable for crucial meetings and collaboration. Remote tools didn't fully replicate in-person interactions, leading to suggestions for a hybrid model combining remote work and in-person meetings.

Employee views on individual productivity varied, with some favoring full remote work for increased productivity and reduced commuting stress. Balance was seen as essential, allowing for focused remote work and collaborative in-person interactions.

Customized approaches for different roles were highlighted for effective teamwork within the hybrid framework. The importance of a balance between remote autonomy and in-person collaboration was emphasized. Feedback extended to work-life balance and satisfaction with diverse experiences. Commute challenges were common, and working from home was appreciated for balancing work and personal life, particularly for introverted individuals. (Stites, 2023)

The hybrid model was positively received for offering flexibility and improving work-life balance. Challenges, like extended remote availability and workloads, were recognized, but employees felt the model enhanced their work-life harmony.

Finally, the survey reveals complex perspectives on the hybrid model's effectiveness. Tailored approaches are crucial, and the model's promise lies in its blend of remote autonomy and in-person collaboration. While challenges exist, the hybrid model plays a vital role in balancing professional excellence and personal fulfillment. Continual refinement is essential for a thriving and adaptable work environment.

5.3 Recommendations

The results of this study suggest that the hybrid work model hybrid (BWA) is the preferred option for most employees. This is due to its flexibility, which allows employees to balance their work and personal lives. However, there are some areas where the hybrid (BWA) could be improved.

1. Targeted approaches: Companies could tailor their strategies to better accommodate the preferences of younger employees and females, who are more likely to prefer the hybrid work model (BWA).
2. Improvement in deadlines management: Companies could focus on enhancing the management of deadlines and deliverables to address this area of concern.
3. Enhancing work-life balance: Companies should explore measures to help employees achieve a better work-life balance, especially related to completing work within shifts.
4. Capitalizing on positive perceptions: Organizations can leverage the positive perceptions associated with the hybrid work model's flexibility and impact on job execution and teamwork to boost employee engagement and productivity.
5. Training and support: To fully exploit the potential of the hybrid model, companies could provide training and support to employees, particularly in the efficient management of remote work.
6. Continuous feedback: Regularly soliciting feedback from employees regarding their experiences with the work model can provide insights for continuous improvement.

The findings of this study resulted in 84.4% of the surveyed population advocating and supporting the Hybrid (BWA) work model. They also recognized the Hybrid (BWA) work model's strong and positive impact on productivity. It is highly recommended to continue and sustain its implementation. This recommendation is grounded in the study's findings and implies addressing specific aspects. Tailored strategies to address the preferences of younger individuals and female employees could be formulated, aligning with the model's flexibility. By refining deadline management and ensuring task feasibility within designated shifts, challenges related to work-life balance and satisfaction can be mitigated. Leveraging the model's positive perceptions, alongside strategic training and continuous feedback mechanisms, offers a comprehensive framework for maximizing its potential. We conclude that the implementation of the Hybrid (BWA) work model post-pandemic was effective and will continue to contribute to employee overall productivity, work-life integration, and job satisfaction.

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