



The Effect of Hybrid Work on Job Satisfaction and Employee Motivation and Its Impact on the Turnover Intention of Corporate Employees in Metro Manila

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ABSTRACT

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This study examined the impact of hybrid work on job satisfaction and employee motivation, as well as its effect on the turnover intentions of corporate employees in Metro Manila. Data This study examined the impact of hybrid work on job satisfaction and employee motivation, as well as its effect on the turnover intentions of corporate employees in Metro Manila. Data were collected from corporate employees working under hybrid work arrangements in Metro Manila using a survey-type questionnaire to assess whether respondents were working in a hybrid work setup, as well as to evaluate their levels of Job Satisfaction, Motivation, and Turnover Intention. A total of 312 raw responses were collected, and data analysis was conducted using the Structural Equation Model (SEM) through WarpPLS. Results showed that Hybrid Work positively influences both Job Satisfaction and Employee Motivation, showing that employees engaged in hybrid work arrangements exhibit higher satisfaction and motivation levels. However, Job Satisfaction was found to have no significant effect on Turnover Intention; this only suggests that satisfaction alone does not determine an employee’s intention to stay. Conversely, Employee Motivation exhibited a significant negative relationship with Turnover Intention, implying that motivated employees are less likely to leave. Overall, the study concludes that hybrid work enhances job satisfaction and employee motivation while indirectly contributing to turnover intention. Therefore, organizations can leverage hybrid work arrangements not only to enhance employee satisfaction and motivation but also to reduce turnover and improve overall organizational performance.

KEYWORDS: Hybrid Work, Job Satisfaction, Employee Motivation, Turnover Intention, Metro Manila

1. INTRODUCTION

Hybrid working has become central to the modern workplace. Although it began as a reactive measure to the global COVID-19 pandemic, it has since evolved into a sustainable work model that many companies and employees continue to adapt to. While hybrid work was initially seen as a temporary solution, it became evident that many employees thrived in remote environments. As workers remained productive and experienced better work-life

balance, businesses began exploring long-term, flexible arrangements. Hybrid working is a model that combines in-office and remote work, which has gained significant traction. This setup allows employees to enjoy the flexibility of working from home while still having opportunities for in-person collaboration. On the other hand, job satisfaction, as defined by Zito et al. (2019), is an employee's satisfaction with their job, influenced by factors such as the work environment, activities, and



organizational culture. Moreover, Sousa and Rocha (2019) noted that employee motivation is the drive or stimulus that compels employees to attain organizational objectives, especially in difficult or flexible work environments. Lastly, Turnover Intention, as defined by Al Mamun and Hasan (2017), is the probability that employees will quit their jobs in a specified time period. For the purpose of this study, a corporate employee refers to an individual who works within the administrative and support functions of an organization, such as those in Human Resources, Finance, Legal, IT, Marketing, and Administration, rather than being directly involved in production or frontline customer interactions (Moore, 2023).

Prior to the COVID-19 pandemic, some organizations had been experimenting with hybrid setups. The health crisis only accelerated this transition, pushing stakeholders to rethink traditional workspaces and operations. Selvanayagam et al. (2025) found that employees in hybrid roles reported better mental health and job satisfaction, noting that frequent remote work can boost productivity and well-being. Kipuw (2023) highlights that embracing this model helps companies attract a wider talent pool, retain employees through life changes, and improve overall productivity.

However, the adoption of hybrid work is not without its challenges. While the advantages of this arrangement are greatly valued, several issues have also surfaced. One important concern is maintaining employee engagement. According to Kiwert and Walecka (2022), engagement programs motivate workers in hybrid setups. A lack of motivation may arise from feelings of isolation, a diminished sense of belonging, and weakened interpersonal relationships. Furthermore, challenges such as ergonomic concerns, overdependence on technology, poor time management, and a decline in psychophysical well-being can impact employee performance. These challenges may gradually lead to decreased job satisfaction and rising turnover intentions, especially if left unaddressed by management.

The rise of hybrid work arrangements, accelerated by the global COVID-19 pandemic, has introduced new challenges and opportunities in managing employee retention and satisfaction. However, limited local research has been conducted on how these arrangements affect key employee outcomes, such as job satisfaction, motivation, and turnover intention, in Metro Manila. Most existing studies on hybrid work models, such as those by Ipsen et al. (2021), focus on Western workplaces, underscoring the need to understand how hybrid models function within the context of Philippine corporate culture. Through this dynamic, the research intended to contribute to the underdeveloped local literature on hybrid work outcomes.

2. THEORETICAL BACKGROUND

Social Exchange Theory (SET)

Social Exchange Theory (SET) continues to be relevant in the social sciences, influencing thinking in a wide range of disciplines (Ahmad et al., 2023). As Zhao et al. (2025) observed, Social Exchange Theory provides a model for understanding the nature of workplace interactions and their impact on employee behavior and outcomes. The basis of the Social Exchange Theory lies in the idea that the exchange of concrete and intangible resources underpins these interactions. Employees exchange their skills, labor, and commitment in the hope of receiving equivalent rewards from the organization in the form of support, autonomy, development opportunities, and flexibility. When the exchange is positive and mutually rewarding, increased loyalty and commitment follow. A

positive perception of the work environment and organizational practices can produce positive work attitudes and behavior, but dissatisfaction with organizational practices can produce negative organizational behavior and attitudes (Kotey & Sharma, 2019; Onken-Menke et al., 2017).

Self-determination Theory (SDT)

On the other hand, Self-determination Theory (SDT) offers a blueprint for understanding the motivational basis of personality and social behavior, as well as the relation between basic psychological needs and well-being, psychological flourishing, and high-quality of life (Ryan & Deci, 2023). Drawing on historical and contemporary approaches to human motivation that treat motivation as a single concept, SDT instead focuses on varied forms of motivation, such as autonomy and relatedness. SDT postulates that human beings have 3 essential needs: autonomy, the feeling of being in control of one's own behaviors; competence, the feeling of being effective; and relatedness, the feeling of being understood and cared for by other people (Fortier et al., 2012). These needs represent "psychological nutrients" that are essential for the ongoing development of psychological growth, integrity, and well-being (Ryan & Deci, 2023).

3. RELATED LITERATURE

Hybrid Work and Job Satisfaction

Hybrid work combines remote and on-site setups, offering employees flexibility in location and work accessibility. Job satisfaction, shaped by intrinsic factors like emotions and extrinsic factors such as communication and compensation (Kiarie et al., 2017 in Rasid et al., 2024), is greatly influenced by leadership that meets employees' basic and growth needs (Farrington & Lillah, 2019). Hybrid models often enhance work-life balance—a major driver of satisfaction—as employees can better manage personal and professional demands (Peprah, 2023). Flexibility and communication further strengthen satisfaction in these settings (Yang et al., 2021; Charalampous et al., 2019). Overall, hybrid systems improve well-being by balancing work-life integration and addressing employee needs, but must be carefully managed to avoid workload issues.

Hypothesis 1: *Corporate employees in Metro Manila who engage in hybrid work have higher job satisfaction.*

Hybrid Work and Employee Motivation

Beno et al. (2021) state that the hybrid work model enhances efficiency and positivity and promotes a transformation in work practices within the corporate world. The hybrid work model is essential because it allows employees to work from various locations. It is often promoted as offering the best of both worlds: office work and remote work (Bloom et al., 2022). On the other hand, motivation is a crucial factor that drives human behavior. It plays an important role in determining an individual's level of engagement and productivity in the workplace. Motivation is a process that drives an individual to pursue and achieve their goals with a certain level of intensity, direction, and perseverance. This process involves a complex interplay of internal and external factors that influence an individual's behavior, leading them to act toward achieving their objectives (Sudiardhita et al., 2018).

In the study of Lindberg (2024), the findings strongly support hybrid working, as employees feel that hybrid work is here to stay, and full-time office work is already a thing of the past. The study posits that the impact of hybrid work has increased work motivation, and people are satisfied with the current arrangement and are excited about its flexibility. Respondents feel that hybrid work



has had positive effects on balancing family and work life, reducing running costs, and overall well-being.

Conversely, Corral (2024) found that there is no significant effect of work arrangement on employee motivation. The findings imply that the type of work arrangement alone may not strongly predict employee motivation and job satisfaction. Other factors may influence employee motivation, such as the sense of belonging and connectedness of working on-site. The study suggests that while both on-site and hybrid work arrangements can be effective in promoting employee motivation and job satisfaction, the ideal work arrangement may vary depending on the unique context of the workplace and the preferences of individual employees.

Hypothesis 2: Corporate employees in Metro Manila who engage in hybrid work exhibit increased employee motivation.

Job Satisfaction and Turnover Intention

Job satisfaction (JS) is an important motivator of organizational behavior and directly influences employee turnover intentions (TI). TI is the deliberate decision to leave an organization, a significant issue in talent retention. Memon et al. (2016) describe TI as a psychological predisposition to voluntarily leave an organization, often driven by a range of organizational dynamics. The important point to note is that satisfied employees are less likely to think of leaving. Research by Balabanova et al. (2016) and Effendi et al. (2021) confirms that JS has a strong influence on TI. Individual expectations, needs, and values shape job satisfaction and overall workplace well-being. Satisfied employees are likely to feel happy and loyal, while dissatisfied employees experience negative emotions and higher TI, according to Robbins and Judge (2019).

Empirical research confirms a negative relationship between JS and TI. Chen et al. (2019) confirmed that high JS is associated with low TI, and Dewi and Nurhayati (2021) found a significant negative relationship, implying that increasing JS can help mitigate the risk of employee turnover. Li et al. (2019) also confirmed that increasing JS can help reduce employee resignation intentions. But

JS is not always a reliable predictor. Xue et al. (2022) demonstrated that JS moderates the relationship between stress and TI, suggesting that high JS can mitigate the impact of stress on TI, but JS by itself is not effective when stressors are high and not well-managed. Nguyen et al. (2021) found that JS dimensions such as rewards and recognition can help reduce TI, but age and individual differences also influence TI, suggesting that JS does not entirely explain TI. Rehman and Thrun (2024) suggest that JS can only help reduce TI when accompanied by high organizational commitment or intrinsic motivation; otherwise, satisfied employees will seek other opportunities.

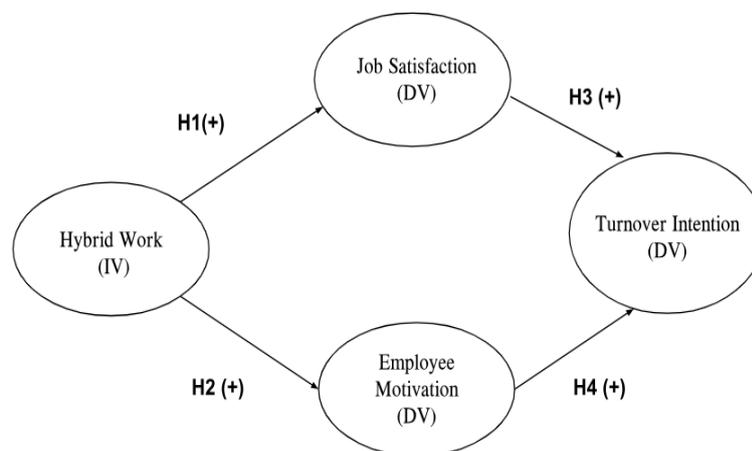
Hypothesis 3: Higher job satisfaction among corporate employees in Metro Manila leads to a lower turnover intention.

Employee Motivation and Turnover Intention

Motivation refers to any internally generated stimulus that initiates and directs behavior (Sansone & Harackiewicz, 2000). Hunger, thirst, and rewards are some stimuli that trigger motivation. In the context of employment, motivation encompasses the various factors that drive individuals' desire and energy to keep engaged and committed to their jobs (Ahmed, 2016). Researchers have used motivation to explain various behaviors, including employees' decisions to exit their jobs. Menzies (2023) defined turnover intention as an employee's willingness to leave their current job or organization. Ki and Meyer (1993, in Saridakis & Cooper, 2016) described turnover intention as a conscious and intentional decision to change jobs within a certain period.

Ahmed (2016) found a significant relationship between intrinsic motivation and turnover intention. Similarly, Babakus et al. (2008, in Nguyen et al., 2023) observed that intrinsic motivation helped decrease turnover intention among frontline employees in the tourism and hospitality industry.

Hypothesis 4: Greater employee motivation among corporate employees in Metro Manila results in a lower turnover intention.



Source: The Researchers

Figure 1: The Proposed Research Model

4. RESEARCH METHODOLOGY

Research Design

This study employed a quantitative-causal research design to examine the impact of hybrid work on job satisfaction and employee motivation, as well as how these factors affect turnover intention among corporate employees in Metro Manila. Causal research aims

to identify and analyze cause-and-effect relationships by exploring how one variable influences another (Appinio, 2024). This approach enables researchers to test hypotheses about variable relationships by establishing clear links between causes and effects. For this study, the causal research design facilitated a systematic investigation into whether hybrid work arrangements lead to higher job satisfaction and



motivation, and, in turn, how these aspects shape employees' intentions to remain with or leave their organizations.

Additionally, Structural Equation Modeling (SEM) was used to analyze the relationships among the variables. SEM is a widely recognized statistical technique for examining complex models involving multiple dependent and independent variables. This method enabled the researchers to assess both direct and indirect effects among the four variables, providing a comprehensive understanding of how these factors interact in the context of hybrid work in Metro Manila.

Data Collection Procedure

The data were gathered using electronic and paper survey questionnaires, and a total of 312 raw responses were collected. Based on SEM's ten-finger rule, a minimum of 300 participants is recommended for adequate power and model fit (Comrey & Lee, 2013; Tabachnick & Fidell, 2012 in Bellini et al., 2015). To gather as many responses as possible, the questionnaires were administered in hard copy and online through Facebook, LinkedIn, and Google Forms.

Before data collection, valid consent and approvals were obtained from the respondents and the organizations. The questionnaires were modified from existing validated ones, and permission was sought from the authors. The modified questionnaires were validated, and the final questionnaire was approved by the research adviser.

The respondents gave their informed consent, and the study's purpose was explained. They were also told that participation was voluntary and that there were no rewards for taking the

questionnaire. They could withdraw their participation at any time. A signed consent waiver was obtained to confirm their rights. The estimated time to complete the questionnaire was 10-15 minutes. The data was encoded and stored in Google Forms and Microsoft Excel. Furthermore, purposive and snowball sampling techniques were employed to identify respondents with the desired attributes (e.g., Metro Manila corporate employees in hybrid work). Purposive sampling ensured that the criteria for selection were met; snowball sampling helped in identifying referrals among the networked hybrid workers in Metro Manila. The questionnaires were collected in the last week of June 2025, and the data were screened for credibility with a statistician.

Data Analysis

The researchers of this study utilized descriptive statistics to summarize the demographic profile of the respondents. In contrast, the data gathered concerning the effect of Hybrid Work on Job Satisfaction and Employee Motivation and Its Impact on the Turnover Intention of Corporate Employees in Metro Manila were analyzed using Structural Equation Modeling (SEM). SEM is a well-recognized statistical tool that analyzes the relationship of multiple variables. Furthermore, the data gathered were deployed through WarpPLS. Since WarpPLS offers advanced features that enhance structural equation modeling, this approach allows a comprehensive examination of the relationships between hybrid work arrangements, employee satisfaction, motivation levels, and turnover intention among corporate workers in Metro Manila.

5. RESULTS AND DISCUSSION

Table 1: Basic Demographic Characteristics of Respondents (n=291)

Age	Count	%Total
22-28 years old	147	50.5%
29-44 years old	106	36.4%
45-60 years old	38	13.1%
Sex	Count	%Total
Male	123	42.3%
Female	168	57.7%
Location of Workplace	Count	%Total
Within Metro Manila	291	100.0%
Work setup	Count	%Total
Hybrid	291	100.0%
Nature of Corporate Employer	Count	%Total
Multinational Corporation	80	27.5%
Small/Medium Enterprise	78	26.8%
Business Process Outsourcing/ Shared Services	69	23.7%
Others	64	22.0%
Job Ranking	Count	%Total
Rank & file	121	41.6%
Junior Officer	122	41.9%
Senior Officer	48	16.5%



Table 1 presents the basic demographic characteristics of the 291 respondents. In terms of age, 147 respondents (50.5%) were aged 22–28 years, 106 respondents (36.4%) were aged 29–44 years, and 38 respondents (13.1%) were aged 45–60 years. For sex, 123 respondents (42.3%) were male, while 168 respondents (57.7%) were female. All respondents (291, 100%) reported that their workplace is located within Metro Manila and that they are employed under a

hybrid work arrangement. Regarding the nature of their corporate employer, 80 respondents (27.5%) were employed in multinational corporations, 78 (26.8%) in small or medium enterprises, 69 (23.7%) in business process outsourcing or shared services, and 64 (22.0%) in other types of organizations. As for job ranking, 121 respondents (41.6%) were rank-and-file employees, 122 (41.9%) were junior officers, and 48 (16.5%) were senior officers.

Table 2: Descriptive statistics of the Level of Experience of employees working in a Hybrid Work setup in Metro Manila.

Hybrid Work	Indicator	Mean	SD
HW1	I can cover work responsibilities in a hybrid workplace.	4.47	0.660
HW2	I have the flexibility to choose how and in what order to do my work.	4.45	0.680
HW3	I am able to connect with colleagues through a hybrid workplace setting.	4.46	0.748
HW4	I am connected and engaged in the workplace and teamwork during a hybrid workplace setting.	4.35	0.720
HW5	My current setup supports a hybrid working environment.	4.52	0.681
HW6	My organization provides all the software/technology needed for a Hybrid Work Setup.	4.48	0.794
HW7	Having experienced working in a Hybrid Working Setup, I still intend to work in this setting.	4.59	0.666
HW8	I am content working in a hybrid workplace setting.	4.62	0.701
Overall		4.49	0.515

Table 2 depicts that among all the indicators of Hybrid Work, employees are content working in a hybrid workplace setting, as it garnered the highest mean of 4.62 and a standard deviation of 0.701. On the other hand, employees rarely feel connected and engaged in the workplace and their team in a hybrid workplace

setting, as it received the lowest mean of 4.35 and a standard deviation of 0.720. With an overall mean score of 4.49, employees view their experience working in a hybrid work setup positively; however, they feel less connected and engaged in teamwork.

Table 3: Descriptive statistics of the Level of Satisfaction of employees working in a Hybrid Work setup in Metro Manila.

Job Satisfaction	Indicator	Mean	SD
JS1	The chance to work alone on the job	4.12	0.818
JS2	The chance to do different things from time to time	4.32	0.731
JS3	The way my boss handles his/her workers	4.10	0.942
JS4	The competence of my supervisor in making decisions	4.09	0.920
JS5	The way my job provides for steady employment	4.21	0.740
JS6	My pay and the amount of work I do	3.93	0.909
JS7	The chances for advancement on this job	4.07	0.838
JS8	The freedom to use my own judgment	4.23	0.801
JS9	The chance to try my own methods of doing the job	4.24	0.802
JS10	The way my co-workers get along with each other	4.27	0.781
JS11	The praise I get for doing a good job	4.12	0.830
JS12	The feeling of accomplishment I get from the job	4.26	0.742
Overall		4.16	0.542

Table 3 shows that among all the indicators, “The chance to do different things from time to time” (JS2) obtained the highest

mean score of 4.32 (SD = 0.731). This implies that employees are highly satisfied with the variety of tasks they perform in their jobs.



Meanwhile, the indicator “My pay and the amount of work I do” (JS6) received the lowest mean score of 3.93 (SD=0.909). This indicates that employees are less satisfied with their compensation relative to other aspects of their job. Although the rating still indicates a generally positive perception, it suggests that pay equity and fairness may need improvement. An overall mean score of 4.16 depicts that, on average, employees working in a hybrid work setup in Metro Manila have a high level of job satisfaction across all indicators.

Table 4: Descriptive statistics of the Level of Motivation of employees working in a Hybrid Work setup in Metro Manila.

Employee Motivation	Indicator	Mean	SD
EM1	I feel a sense of personal satisfaction when I do this job well.	4.27	0.705
EM2	My opinion of myself goes up when I do my job well.	4.24	0.722
EM3	I take pride in doing my job as well as I can.	4.30	0.707
EM4	I feel happy when my work is up to my usual standard.	4.34	0.722
EM5	I like to look back at a day's work with a sense of a job well done.	4.16	0.828
EM6	I try to think of ways of doing my job effectively.	4.37	0.724
EM7	I feel enthusiastic about coming to work each day.	3.84	0.931
EM8	I take pride in my work and tasks I complete.	4.30	0.693
EM9	I am excited about the opportunities for advancement in my job.	4.26	0.800
EM10	I am eager to receive feedback on my performance and use it to improve	4.32	0.737
EM11	I am driven to contribute my best effort to help my team succeed.	4.35	0.716
EM12	I am committed to achieving my goals at work.	4.41	0.743
EM13	I put in hard work with the goal of achieving a higher social status.	3.77	1.211
EM14	I strive to perform well at work to ensure job security.	4.42	0.697
EM15	I am driven to achieve good performance evaluations in order to receive salary increases.	4.41	0.767
Overall		4.42	0.528

As evident from Table 4, among the Employee Motivation factors, the item with the highest mean ($M = 4.42$, $SD = 0.697$) is “I strive to perform well at work to ensure job security,” reflecting a high level of motivation for job security. The item with the lowest mean ($M = 3.77$, $SD = 1.211$) is “I put in hard work with the goal of achieving a higher social status,” reflecting lower levels of motivation for social recognition. Overall, the employees score 4.42, reflecting a high level of motivation for job security, personal growth, and achievement.

Table 5: Descriptive statistics of the Level of Turnover Intention of employees working in a Hybrid Work setup in Metro Manila.

Turnover Intention	Indicator	Mean	SD
TI1	I am considering leaving my job one day.	3.50	1.100
TI2	I am trying to look for a suitable new job next year.	3.35	1.184
TI3	I will look for a job outside my organization in the foreseeable future.	3.44	1.165
TI4	I think my prospects might not be good if I continue to stay in this company.	2.87	1.215
TI5	I will likely seek other jobs if my company will return to full on-site work.	3.93	1.242
Overall		3.42	0.960

Table 5 shows that among all Turnover Intention indicators, “I will look for another job if my company returns to full on-site work” (TI5) obtained the highest mean score ($M = 3.93$, $SD = 1.242$), indicating that hybrid work is highly valued and a shift to full on-site arrangements may increase job-seeking intent. In contrast, “My prospects for the future are not good if I stay with my current



company” (TI4) recorded the lowest mean ($M = 2.87$, $SD = 1.215$), growth within the organization, even if external opportunities still suggesting that employees remain optimistic about their career appeal to them.

Table 6: Model Fit Statistics and Quality Indices

Model Fit	Estimate	p-value
Average Path Coefficient (APC)	0.256	0.001
Average R-squared (ARS)	0.123	0.008
Average Adjusted R-squared (AARS)	0.119	0.010

Model Fit	Estimate	Recommended Value	Interpretation
Average block VIF (AVIF)	1.486	≤ 5	Ideally
Average full collinearity VIF (AFVIF)	1.446	≤ 5	Ideally
Tenenhaus GoF (GoF)	0.256	≥ 0.1	Medium
Simpson's paradox ratio	1.000	≥ 0.7	Ideally
R-squared contribution ratio (RSCR)	1.000	≥ 0.9	Ideally
Statistical suppression ratio (SSR)	1.000	≥ 0.7	Acceptable
Non-linear bivariate causality direction ratio (NLBCDR)	1.000	≥ 0.7	Acceptable

Table 6 presents that using WarpPLS, the result is a very solid set of model fit and quality indices. P-value (<0.001) for APC suggests that the model has meaningful and significant relationships among the constructs. The ARC ($p = 0.008$) indicates that the model explains approximately 12.3% of the variance in the endogenous variables. From the AARS value ($p=0.010$), the model remains significant and robust even after adjustment.

AFVIF suggests no multicollinearity issues. The predictors are distinct and independent enough. Tenenhaus GoF value indicates a medium overall fit. This means that the model captures a moderate

level of both structural and measurement quality. All directions of relationships are consistent based on the SPR value. RSCR suggests that all constructs contribute positively and meaningfully to the explained variance. Based on the SSR and NLBCDR values, there are no suppression problems, and all hypothesized causal directions are valid and consistent. Overall, the model shows statistically sound, consistent, and well-fitting results. While explanatory power is moderate, the model is stable, valid, and the hypothesized structure is meaningful.

Table 7: Structural Relationships

Hypothesized Path	SE	ES	Path Coefficients (β)	p-value	Significance
HW \rightarrow JS	0.055	0.131	0.363	<0.001	significant
HW \rightarrow EM	0.055	0.199	0.447	<0.001	significant
JS \rightarrow TI	0.058	0.009	-0.063	0.139	not significant
EM \rightarrow TI	0.057	0.029	-0.152	0.004	significant

Table 7 presents the SE, ES, β , and p-values for the studied relationships.

As seen in the table, Hybrid Work has a strong, positive relationship with Job Satisfaction ($P<0.001$), with a moderate to strong effect size; thus, Hypothesis 1 is accepted. Hybrid Work also has a strong, positive impact on Employee Motivation among corporate employees in Metro Manila ($P<0.001$), with the highest path coefficient of 0.447 in the model. Hypothesis 2 is accepted.

Thus, Hybrid Work is a strong predictor of both Job Satisfaction and Employee Motivation.

Furthermore, Job Satisfaction is not a significant predictor of turnover ($P=0.139$); thus, Hypothesis 3 is rejected. Employee Motivation is a significant predictor of turnover ($P=0.004$). The relationship between Job Satisfaction and Employee Motivation is significant but moderate. Hypothesis 4 is supported. Small f^2 values indicate that turnover is also influenced by other variables not considered in the model, but motivation is still important.



Table 8: Indicator Weights

	HW	JS	EM	TI	Type (a	SE	P value	VIF	WLS	ES
HW1	0.186	0	0	0	Reflect	0.057	<0.001	2.213	1	0.150
HW2	0.166	0	0	0	Reflect	0.057	0.002	1.747	1	0.120
HW3	0.161	0	0	0	Reflect	0.057	0.003	1.896	1	0.112
HW4	0.169	0	0	0	Reflect	0.057	0.002	2.041	1	0.124
HW5	0.182	0	0	0	Reflect	0.057	<0.001	2.020	1	0.144
HW6	0.133	0	0	0	Reflect	0.057	0.010	1.357	1	0.077
HW7	0.180	0	0	0	Reflect	0.057	<0.001	2.508	1	0.140
HW8	0.176	0	0	0	Reflect	0.057	0.001	2.440	1	0.134
JS1	0	0.084	0	0	Reflect	0.058	0.075	1.585	1	0.037
JS2	0	0.109	0	0	Reflect	0.058	0.030	1.907	1	0.062
JS3	0	0.125	0	0	Reflect	0.057	0.015	2.741	1	0.082
JS4	0	0.126	0	0	Reflect	0.057	0.014	3.095	1	0.084
JS5	0	0.129	0	0	Reflect	0.057	0.013	1.739	1	0.088
JS6	0	0.119	0	0	Reflect	0.058	0.019	1.716	1	0.076
JS7	0	0.125	0	0	Reflect	0.057	0.015	1.781	1	0.083
JS8	0	0.141	0	0	Reflect	0.057	0.007	2.679	1	0.105
JS9	0	0.143	0	0	Reflect	0.057	0.007	2.805	1	0.108
JS10	0	0.125	0	0	Reflect	0.057	0.015	1.731	1	0.083
JS11	0	0.141	0	0	Reflect	0.057	0.007	2.329	1	0.105
JS12	0	0.129	0	0	Reflect	0.057	0.013	2.003	1	0.088
EM1	0	0	0.083	0	Reflect	0.058	0.075	1.764	1	0.050
EM2	0	0	0.100	0	Reflect	0.058	0.043	2.205	1	0.071
EM3	0	0	0.103	0	Reflect	0.058	0.038	2.255	1	0.076
EM4	0	0	0.098	0	Reflect	0.058	0.045	2.188	1	0.069
EM5	0	0	0.097	0	Reflect	0.058	0.047	2.213	1	0.067
EM6	0	0	0.108	0	Reflect	0.058	0.031	2.375	1	0.084
EM7	0	0	0.079	0	Reflect	0.058	0.086	1.886	1	0.045
EM8	0	0	0.107	0	Reflect	0.058	0.032	2.327	1	0.082
EM9	0	0	0.106	0	Reflect	0.058	0.034	2.387	1	0.080
EM10	0	0	0.100	0	Reflect	0.058	0.042	2.146	1	0.071
EM11	0	0	0.106	0	Reflect	0.058	0.034	2.462	1	0.080
EM12	0	0	0.102	0	Reflect	0.058	0.038	2.239	1	0.075
EM13	0	0	0.064	0	Reflect	0.058	0.134	1.599	1	0.030
EM14	0	0	0.096	0	Reflect	0.058	0.049	2.294	1	0.065
EM15	0	0	0.089	0	Reflect	0.058	0.062	2.149	1	0.056
TI1	0	0	0	0.266	Reflect	0.056	<0.001	3.367	1	0.240
TI2	0	0	0	0.268	Reflect	0.056	<0.001	3.758	1	0.244
TI3	0	0	0	0.268	Reflect	0.056	<0.001	3.590	1	0.244
TI4	0	0	0	0.193	Reflect	0.057	<0.001	1.455	1	0.126
TI5	0	0	0	0.207	Reflect	0.057	<0.001	1.580	1	0.145

Table 8 shows strong measurement quality for all the constructs in this study. Most indicators showed significant loading with p-values below 0.05 and low standard errors, confirming their precision and reliability. All VIF values were below 2.5, showing no multicollinearity, while effect sizes ranging from 0.07 to 0.24 represent meaningful contributions of each indicator. Overall, these results confirm that the instrument used in the study is both reliable and valid in measuring hybrid work, job satisfaction, employee motivation, and turnover intention among corporate employees in Metro Manila.

Table 9: P-Values for Correlations

	HW	JS	EM	TI
HW	1	<0.001	<0.001	0.487
JS	<0.001	1	<0.001	0.059
EM	<0.001	<0.001	1	0.023
TI	0.487	0.059	0.023	1

Table 9 presents the p-values for the correlations among Hybrid Work (HW), Job Satisfaction (JS), Employee Motivation (EM), and Turnover Intention (TI). Results show significant correlations among HW, JS, and EM ($p < 0.001$), indicating that hybrid work positively influences satisfaction and motivation, fostering greater engagement and positive work attitudes. Conversely, the correlation between HW and TI ($p = 0.487$) is not significant, suggesting that preference for hybrid work does not directly affect employees' intention to leave. Similarly, JS and TI show a non-significant relationship ($p = 0.059$), implying that other factors may influence turnover beyond satisfaction. Meanwhile, EM and TI are significantly correlated ($p = 0.023$), indicating that higher motivation corresponds with lower turnover intention. Overall, the results highlight that hybrid work enhances satisfaction and motivation, which in turn helps reduce employees' intent to leave, though external factors may still play a role.



Table 10: Causality Assessment

Hypothesized Path	Path-correlation n signs	R-squared contributions	Path-correlation ratios	Path-correlations differences	p
HW → JS	1	0.131	1	0	1
HW → EM	1	0.199	1	0	1
JS → TI	1	0.009	0.421	0.087	0.067
EM → TI	1	0.029	0.808	0.036	0.268

Hypothesized Path	Warp2 Bivariate Causal direction ratios	Warp2 Bivariate Causal direction differences	p
HW → JS	0.993	0.002	0.484
HW → EM	1.053	0.023	0.35
JS → TI	1.012	0.001	0.491
EM → TI	0.785	0.037	0.265

Hypothesized Path	Warp3 Bivariate Causal direction ratios	Warp3 Bivariate Causal direction differences	p
HW → JS	1.206	0.075	0.099
HW → EM	1.117	0.052	0.185
JS → TI	0.842	0.024	0.343
EM → TI	1.011	0.002	0.486

Table 10 verifies that the causal paths in the structural model are correct and free from reversals and anomalies. The paths are valid and sound. The findings indicate that job satisfaction plays a minimal role in determining turnover intention, supporting the idea that employee motivation is the more important factor in the decision to stay or leave.

DISCUSSION

The results confirm Hypothesis 1: Corporate employees in Metro Manila engaging in a hybrid work experience have higher job satisfaction. Data analysis reveals a significant positive relationship between Hybrid Work and Job Satisfaction, indicating that greater hybrid work engagement correlates with increased satisfaction. This finding aligns with prior research, where Matli (2020 in Rasid et al., 2024) found hybrid models enhance work-life balance—a key satisfaction driver—while Peprah (2024) noted that hybrid setups enable employees to spend more family time at home.

The positive relationship between Hybrid Work and Job Satisfaction aligns with Social Exchange Theory (SET), which posits that employees reciprocate organizational support—such as flexible hybrid arrangements—with loyalty, commitment, and higher satisfaction (Ahmad et al., 2023). SET's reciprocity principle explains how perceived fairness in hybrid work fosters mutual trust, encouraging positive work attitudes and reduced turnover intentions (Kotey & Sharma, 2019). This study's findings confirm that Metro Manila corporate employees experience greater job satisfaction through these social exchanges, validating SET's framework.

Furthermore, the results of this study affirm the second hypothesis, which states that corporate employees in Metro Manila who engage in hybrid work exhibit increased employee motivation. The results indicate a significant positive relationship between Hybrid Work and Employee Motivation. Furthermore, these variables also have the strongest path in the model, indicating that

Hybrid Work strongly enhances employee motivation. In relation to the findings of this study, previous research has shown how Hybrid Work increases Employee Motivation. The study of Lindberg (2024) shows that the impact of hybrid work has increased motivation, and people are satisfied with the current arrangement. Employees are also excited about the flexibility that Hybrid Work offers. Respondents believe that hybrid work has had positive effects on balancing family and work life, reducing running costs, and overall well-being.

The acceptance of the second hypothesis is supported by the Self-Determination Theory (SDT). The Self-Determination Theory provides a framework for understanding the motivational basis of personality and social behavior, as well as the relationship between basic psychological needs and well-being, psychological flourishing, and a high quality of life (Ryan & Deci, 2023). According to Corral (2024), the success of organizations relies on having a high-performing workforce, which in turn requires motivated employees. The Self-Determination Theory shows how work arrangements can meet employees' psychological needs, increasing their motivation. This finding aligns with the results of this study, which indicate that engaging in hybrid work strongly enhances the motivation of corporate employees in Metro Manila.

The results of this study fail to support the third hypothesis, which states that corporate employees in Metro Manila who experience higher job satisfaction exhibit lower turnover intention, indicating that job satisfaction does not significantly reduce turnover intention. The level of satisfaction does not play a crucial role in whether employees stay or leave, and satisfaction can exist without necessarily being accompanied by long-term commitment.

Evidence comes from other research that job satisfaction by itself is not a reliable predictor of turnover. Xue et al. (2022) concluded that job satisfaction is a mediator between work-related stress and turnover, and that high job satisfaction can mitigate the



effects of high stress, but that high stress, regardless of satisfaction, is a significant predictor of turnover. Nguyen et al. (2021) suggested that satisfaction with rewards and recognition is generally a predictor of reduced turnover, but that age and individual characteristics also play a role in determining turnover. Rehman and Thrun (2024) suggest that satisfaction is a predictor of reduced turnover only when it is supported by high levels of organizational commitment or intrinsic motivation, and that satisfied employees may still look for other opportunities when organizational commitment or intrinsic motivation is lacking.

This result aligns with the Social Exchange Theory, which holds that employees make their own calculations about the value of what they receive relative to what they give. Even satisfied employees may quit when rewards, recognition, or opportunities for growth no longer appear fair.

The study confirms the fourth hypothesis, which states that the greater employee motivation among corporate employees in Metro Manila results in a lower turnover intention. The results of this study revealed a significant negative relationship between employee motivation and turnover intention, suggesting that employees who are more motivated are less likely to leave their organization. These findings are consistent with previous studies that have highlighted the influence of motivation on turnover intention. Ahmed (2016) found that intrinsic motivation, driven by internal satisfaction and a sense of purpose, significantly reduces employees' intention to leave their jobs. Similarly, Babakus et al. (2008, as cited in Nguyen et al., 2023) reported that intrinsic motivation strengthens persistence and loyalty among employees by fostering emotional attachment to their work.

The relationship between motivation and turnover intention can be further understood through the Social Exchange Theory (SET) and Self-Determination Theory (SDT). According to SET, employees who perceive fair treatment and organizational support are likely to reciprocate through loyalty and reduced turnover (Zhao et al., 2025; Ahmad et al., 2023). Meanwhile, SDT explains that when employees' psychological needs for autonomy, competence, and relatedness are met, they experience greater intrinsic motivation (Ryan & Deci, 2023). When these needs are fulfilled, employees feel valued and satisfied, which in turn leads to lower intentions to leave the organization. Hence, the results confirm that employee motivation plays a vital role in retaining employees by fostering a supportive and fulfilling work environment.

5. CONCLUSION & RECOMMENDATION

This study examined the effects of Hybrid Work (HW) on Job Satisfaction (JS), Employee Motivation (EM), and Turnover Intention (TI) among corporate employees in Metro Manila. Results confirm that HW significantly enhances both JS and EM, indicating that greater hybrid engagement leads to higher satisfaction and motivation, thereby improving employee well-being and work engagement.

Although JS showed no significant effect on TI, EM demonstrated a significant negative relationship with TI, highlighting the motivation's critical role in reducing turnover intentions. Thus, while satisfaction alone does not ensure retention, motivated employees are more likely to remain committed. Overall, HW not only boosts satisfaction and motivation but also indirectly supports organizational retention through enhanced EM, suggesting that hybrid models help sustain stable, engaged workforces.

Since this study proves that HW enhances JS and EM, organizations are encouraged to adopt or continue implementing

hybrid work arrangements. Providing employees with flexibility in balancing remote and on-site work, along with clear and comprehensive guidelines, can help maximize the positive effects of Hybrid Work. The right balance can be found by optimizing what truly needs to be done at work and what your employees can do more comfortably at home. Moreover, given that higher employee motivation has been found to reduce turnover intention, organizations should implement strategies that actively foster employee motivation. Implementing well-designed programs to boost employee motivation aligns with company objectives and, simultaneously, reduces turnover. It is crucial to empower organizations to implement diverse strategies that can make a significant difference. This can include career development workshops and wellness programs, opportunities for both personal and professional growth, leadership and employee relationship building, recognition and rewards systems, and aligning individual and organizational goals.

As the study revealed a significant and strong positive relationship between JS and EM, future researchers are encouraged to further explore this relationship to understand how motivation can help increase or maintain employees' satisfaction levels across different work setups. In addition, since job satisfaction and turnover intention showed a weak and non-significant relationship, it is also suggested that other factors, such as work-life balance, leadership style, and organizational culture, be studied to determine how they might strengthen or weaken the aforementioned relationship. Lastly, future researchers could take this as an opportunity to focus on specific regions and industries, expanding their survey locale to gain further insight into how hybrid work arrangements affect employee outcomes across different regions and industries in the country. This broader approach could help validate the current findings and contribute to a more comprehensive understanding of hybrid work dynamics in the Philippines.

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