

Factors Affecting Employee Productivity in a Hybrid Work Environment in Healthcare BPO Industry

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Abstract

The COVID-19 pandemic transformed global work structures, accelerating the shift to hybrid work arrangements. In the Philippines, the Healthcare BPO sector quickly adapted to this change, facing both challenges and opportunities in maintaining productivity. This study explores the factors affecting employee productivity in hybrid work environments within the Healthcare BPO sector in the National Capital Region (NCR), focusing on work-life balance, work stress, and job satisfaction. A quantitative descriptive and causal research design was used to examine the relationship between these variables and employee productivity. The study surveyed 119 healthcare BPO employees in NCR, selected through purposive sampling. Data was collected via a self-administered questionnaire and analyzed using mean and multiple linear regression. The findings revealed that healthcare BPO employees had high levels of work-life balance, job satisfaction, and productivity, with moderate levels of work stress. Collectively, work-life balance, job satisfaction, and work stress significantly predicted productivity, with work-life balance emerging as the most significant factor. These insights highlight the importance of hybrid work models in fostering a competent and motivated workforce. The study recommends that healthcare BPO companies implement a formal hybrid work model supported by interventions such as on-site childcare, workplace fitness programs, mental health support, and regular employee check-ins to maximize the benefits of hybrid work.

Keywords: hybrid work setup; employee productivity; work-life balance; work stress; job satisfaction

1. Introduction

1.1. Background of the Study

The COVID-19 pandemic has undeniably transformed the global landscape, imparting enduring effects on almost every aspect of life. The rise of COVID-19 not only disrupted daily life but also changed social, economic, and healthcare systems on a level never before seen in modern history. On March 11, 2020, the World Health Organization (WHO) declared COVID-19 a pandemic, which resulted in widespread lockdowns in nearly all countries globally. According to Lafta and Mawlood (2022), the severity of the global COVID-19

pandemic has affected various critical aspects of daily life worldwide, including food security, global economy, education, and tourism. During the COVID-19 pandemic, virtual activities drastically went over in-person engagements, which require physical travel and disrupt everyday activities (Gao et al., 2020).

The COVID-19 pandemic has affected numerous industries globally, and the business process outsourcing (BPO) sector is no exception. One major effect of the pandemic on the BPO industry was the sudden rise of remote work arrangements. According to Spreitzer et al. (2017, as cited by Shirmohammadi et al., 2022), remote work may be referred to as telecommuting, telework, work-from-home, and virtual work. Remote work is defined as an alternative work arrangement wherein individual employees execute tasks outside their primary offices, utilizing information and communication technologies (ICTs) to engage with colleagues and external parties. Remote work arrangement rapidly became the standard, which required a reassessment of management strategies and communication tools in order to sustain the productivity and employee engagement. The pandemic has forced numerous BPO firms to adapt to remote work arrangement in order to comply with social distancing and lockdown protocols (Ladaran, 2023). According to a survey conducted by Sprout Solutions, the BPO industry (31%), technology and communication (9.79%), and healthcare (8.51%) emerged as the primary industries that facilitated remote work for their employees following the implementation of the Enhanced Community Quarantine in March 2020.

As the COVID-19 pandemic began to subside, numerous companies began the transition from entirely remote work arrangements to hybrid work setup. This transition showed a significant change in corporate strategies regarding workplace flexibility, combining in-office attendance with the sustained opportunity for employees to telecommute. The hybrid work setup offers employees the flexibility to engage in business activities from either a physical office or through alternative remote locations, such as their residence, coffee shop, or coworking space. This can be done with or without the assistance of information and communication technologies (ICTs) (Krajčák et al., 2023).

In the context of the Philippines, the government is imposing BPO companies to resume office operations due to several critical factors related to economic recovery, regulatory frameworks, and operational considerations (Ortiz, 2022). The return of employees into physical offices is perceived to stabilize business operations and facilitate overall economic recovery, while also revitalizing associated sectors such as transportation, food services, and real estate that depend on the office workforce. Furthermore, numerous BPO firms in the Philippines function under the Philippine Economic Zone Authority (PEZA), which provides tax incentives to enterprises with office-based operations. The government has mandated this requirement to guarantee that companies retain a specified percentage of their workforce in physical offices to continue receiving these benefits.

Specifically, this study concentrates on the Healthcare BPO sector because of its imperative role not only in the BPO industry, but also in the healthcare sector. Based on the report of Estrellado (2024), the healthcare BPO sector in the Philippines has remained a significant employment source for many Filipinos since its rise. The healthcare BPO sector continues to rapidly grow today, employing around 200,000 Filipinos. Globally, it is set to reach \$908 million total revenues by 2032, with Asia-Pacific experiencing the fastest increase in compound annual growth rate (CAGR) due to the rigorous expansion of healthcare infrastructure, cheaper workforce, and growing demand for outsourcing services in the region. Locally, the Philippines has stood out as a key market in the sector due to its highly talented, English-proficient workforce, competitive labor pricing, and focus on technological innovations (Balasolla, 2024). Thus, the Philippine healthcare BPO

industry has become more attractive to foreign investments and clients, allowing it to further grow and expand.

Healthcare BPO companies also have a critical role in the healthcare sector. The healthcare industry, in general, is a very meticulous one, requiring great attention to detail, as every task and step must be covered down to the tiniest detail. Employees in the healthcare BPO companies may not be in the frontline serving patients directly, but their services enable frontline healthcare professionals to do their work efficiently. Specifically, healthcare BPO companies streamline administrative processes, such as medical billing, patient data handling, telemedicine, insurance claims administration, medical coding, and more (Philstar, 2023). Thus, healthcare BPO workers critically assist healthcare professionals, allowing them to focus on fulfilling their duties in keeping the public safe and healthy without being overburdened with administrative tasks.

Additionally, there are concerns regarding productivity and data security in entirely remote work arrangements. Productivity in hybrid work setups has not been completely consistent. Research indicates that hybrid work setups may result in reduced productivity due to various factors. Choudhury et al. (2020) emphasized that hybrid work arrangements can pose challenges in communication and collaboration, as employees in various locations frequently encounter difficulties in coordinating their schedules and workloads. Conversely, hybrid working could cause feelings of isolation and exclusion among employees, hinder collaboration, and lead to a sense of disconnection from their organizations, in contrast to in-office colleagues who are more likely to engage in spontaneous interactions that foster connections and mitigate social isolation (Mutebi & Hobbs, 2022). This disparity can obstruct collaboration and decrease productivity.

A study conducted by Microsoft (2022) showed that 85% of leaders believe the transition to hybrid work has complicated their confidence in employee productivity. Specifically, 49% of managers supervising hybrid workers find it challenging to trust their employees to perform at their maximum capacity. The absence of trust in employee productivity has resulted in what Microsoft researchers describe as productivity paranoia. Productivity paranoia is a situation in which leaders suspect that reduced productivity resulted from employees' lack of effort, despite an increase in hours worked, meeting frequency, and other activity metrics.

Choudhury et al. (2022) discovered that hybrid work may result in a different work experience for employees. Remote workers may experience the feeling of being overlooked and disconnected, resulting in reduced career advancement opportunities and feeling distant from company culture, which can affect job satisfaction and productivity. Moreover, certain companies have encountered difficulties in managing employee working hybrid setup, including equal division of workloads and resources between remote and on-site employees.

According to Marcus (2022), the post-pandemic new normal will undoubtedly differ from both the pre-pandemic state and the existing arrangements. Hybrid work setups, wherein a portion of the week is allocated to office attendance and the remainder to remote work, are expected to become standard practice. Numerous companies are currently investigating hybrid work models that integrate remote and in-office work to offer a more sustainable and flexible solution for the post-pandemic workplace.

Given the imperative role of the Healthcare BPO industry in both BPO and healthcare sectors, this study aims to explore the factors influencing employee productivity in the said industry. Since healthcare BPO employees directly impact the broader healthcare sector, understanding how their work arrangements affect their productivity is a critical area of research. This study seeks to enhance the understanding of hybrid work

setups, particularly examining the factors affecting employee productivity. This study is in line with the UN SDG 8 – Decent Work and Economic Growth. Adapting to a hybrid work setup can enhance inclusivity, promote equal opportunities, and contribute to economic growth by having high quality employment and promoting work-life balance for diverse populations. This study aims to provide insights into the long-term sustainability of hybrid work models and their improvement to fulfil organizational objectives and enhance employee well-being in a post-pandemic context.

The research will be essential to BPO companies to determine the factors affecting employee productivity in a hybrid work environment and in developing strategies to engage and motivate employees in transitioning to new work settings. Beyond the BPO sector, other industries can also benefit and utilize the insights gained to understand the effect of hybrid work arrangements on their employees and to adjust to these emerging trends. Moreover, this study will act as a crucial reference for future researchers, offering a framework to explore the dynamics of hybrid work setup and its implications across different sectors. For employees, management, and the Human Resources Department as well as the stakeholders, the findings will be instrumental in the development of new policies, programs, and work arrangements that more effectively meet the needs of the modern workforce.

Cook et al. (2020) have described the hybrid work arrangement as a combination of traditional in-office work and remote work or telework. The use of a hybrid working system allows the company to benefit from the unique advantages associated with remote working (Trede et al., 2019). The hybrid work arrangement includes enhanced work-life balance, increased productivity, improved collaboration, a superior work environment, reduced labor costs, higher employee retention, and access to broader talent pools. Another advantage is that companies can reduce costs by eliminating facility expenses associated with employees commuting to work, which can save time and money on transportation (Barath & Schmidt 2022). Yang et al. (2021) and Gratton (2020) concluded that remote work presents enhanced flexibility in time and may be beneficial for enhancing concentration and productivity, influenced by the satisfaction of indoor environmental conditions within a home office setting. The requirements encompass visual private space, levels of ambient noise, and the lack of interruptions. According to Charalampous et al. (2019), in general, this phenomenon has the potential to result in heightened levels of optimism, job satisfaction, work dedication, and a decreased likelihood of encountering exhaustion.

The concept of work-life balance refers to the interplay between the social responsibilities that individuals undertake in their professional lives and their personal lives, which individuals evaluate as satisfactory, free of conflicts, positive, and conducive to effective functioning in both their personal and professional areas (Rantanen et al.). According to Kerdpitak and Jernsittiparsert (2020), work-life balance is the ability to manage one's professional obligations, family obligations, and other hobbies and interests. Abdullah et al. (2023) state that work-life balance is the capacity to effectively utilize one's resources in many aspects of work and personal life, hence facilitating making smart choices. The attainment of work-life balance contributes to employees' job satisfaction as it enables them to effectively perform their duties within the workplace, hence alleviating the weight of external issues. Furthermore, a high standard of work-life balance would enhance staff retention, enabling the organization to mitigate issues associated with employee attrition (Silaban & Margaretha, 2021).

The need to attain a healthy equilibrium between one's professional and private lives has been widely acknowledged as essential for both personal well-being and the success of an organization. The effective

management of work and personal obligations has emerged as a crucial aspect for both individuals and enterprises, exerting a direct influence on employee competence and contentment.

Work-life balance has been a significant area of concern not only among employees, but also among employers as it has been reported as the top motivator for employees globally, pushing salary into second place (Partridge, 2025). According to Partridge (2025), salary has been the top motivator of employees consistently for 22 years based on the annual reviews of Randstad, an international recruiting company. However, based on a recent survey by the company of 26,000 workers in 35 countries, 83% of them answered that work-life balance is the top-ranking factor that affects their decision to stay in jobs and look for jobs. Specifically, 45% of the respondents stated that they had pushed for better work conditions to their current employers, while 35% reported that they left a job because it did not allow them to maintain a healthy work-life balance. This shift in employee preferences and expectations creates a new baseline among employers worldwide, which increases its significance as a factor affecting employee productivity.

Based on Gragnano et al. (2020), the research studies tackling employees' work-life balance has primarily focused on how they manage their time between work and family responsibilities. However, as the labor force has become more diverse, work-life balance is no longer about work and family, as workers may value other non-working domains, such as personal hobbies, social relationships, health, and well-being. Thus, Gragnano et al. (2020) found that workers considered health as important as family in their work-life balance. However, the study's findings also indicated that workers' age, gender, and parental status influenced how their work-family balance influenced job satisfaction, while workers' work ability influenced how work-health balance influenced job satisfaction. The study builds on these findings by examining how Business Process Outsourcing (BPO) employees perceive work-life balance, and how it affects their productivity, focusing on its implications in the BPO healthcare industry.

In a similar context with this study, Chen et al. (2024) found that the BPO employees struggle to effectively manage their work-life balance in terms of self-management. For instance, the employees reported to have not enough time to plan and schedule their day, focus on self-development, take care of themselves, eat regularly, and rest and relax. The employees also indicated that maintaining work-life balance in terms of stress management is challenging, as they get irritated or frustrated easily and cannot manage themselves when they experience mental distractions because of not being able to fulfill their obligations.

Work stress is a condition of tension or psychological pressure experienced by an individual due to work-related factors. This results from numerous pressures, demands, and conflicts in the workplace that can impact an individual's physical and mental health (Irawanto et al., 2021). A study by Patil and Vyas (2023) indicates that excessive workload, role conflicts, and job insecurity are significant factors contributing to work-related stress. These stressors may result in negative consequences, including anxiety, depression, and reduced job satisfaction. Intense work-related stress leads to anxiety, reduced performance, health issues, and absenteeism, resulting in productivity challenges (Crandall & Perrewe, 2020). Sohail and Rehman (2023) states that ineffective management practices and insufficient resources contribute to workplace stress, resulting in adverse health effects. Individuals confronted with pressures from substantial and numerous tasks, such as tight deadlines or overwhelming responsibilities, are prone to experiencing work stress (Baquero, 2023). This stress can adversely affect employees' physical and mental health, along with their productivity (Yu et al., 2021).

Simultaneous to the growth of the Business Process Outsourcing (BPO) industry in the Philippines is the increasing worry on workers' health and safety as companies in the industry commonly operate at night and are customer-facing. With this, Candelario et al. (2024) analyzed several studies and literature to find relevant empirical evidence on BPO workers' health and safety. The findings of the literature review showed that BPO employees in the Philippines faced a lot of physical and psychological stress, which leads to disturbances in their sleep and getting sick from work. The high stress levels among BPO employees are mainly due to the unique challenges the nature of their work requires, such as night shifts, shifting workdays, and constant customer interactions.

Srinivasa and Vijayashree (2020) investigated the effects of stress on the perception and behaviors of employees in a BPO company in India. The findings revealed that majority of the respondents of the study experienced pervasive stress. Specifically, 55% of the BPO employees expressed that they are overloaded with work, 44% felt tensed due to their failure to meet their work objectives, and 38% admitted that they would just comply with their superior's orders. Additionally, 32% of the BPO employees suffer from additional stress due to family-related problems and 50% experience more stress because of conflict with other employees. Despite these challenges, 48% of the respondents acknowledged that their BPO company has developed effective interventions to help them manage stress. In terms of personal coping mechanisms, 50% of the BPO employees utilize personal means, such as practicing yoga, to relieve stress. These findings provide evidence that stress is a common issue among BPO employees globally, often exacerbated by non-work-related stressors.

Job satisfaction is a personal assessment conducted by an individual in relation to their employment, evaluating the extent in which the organization has satisfied the expectations of its employees (Silaban & Margaretha, 2021). The significance of job satisfaction in work settings cannot be overstated, as it possesses the capacity to affect employee productivity, commitment, and retention within a company (Martin et al., 2022).

Mallick (2021) defined job satisfaction as the degree of contentment experienced by employees in relation to their work. This encompasses their engagements with colleagues and supervisors, their sentiments towards the company policies, and how their work could affect their personal lives alongside their routine responsibilities. This can be further characterized as a sense of joy that arises from performing one's duties or fully engaging in one's work. Engaging in proactive efforts to improve workplace satisfaction can lead to employees who are more engaged, driven, and inclined to exceed expectations, thus benefiting the firm.

The significance of job satisfaction for organizations stems from its correlation with various elements, including productivity, job alienation, job turnover intention, internal conflicts, and occupational accidents. Moreover, the collection of job satisfaction data carries substantial significance for firms due to its strong correlation with the bodily and mental welfare of employees. In contrast, it has been observed that employees who are dissatisfied are more prone to have absences (Abdullah et al., 2023).

Job satisfaction has been widely studied as one of the most crucial components of employee motivation and productivity. As the backbone of any firm, employees' job satisfaction must always be ensured by employers. Numerous research studies have thereby explored employees' job satisfaction and the factors influencing it, especially in the area of Business Process Outsourcing (BPO), which is one of the fastest growing industries in the Philippines (Dino, 2022). For instance, Reyes et al. (2020) found that the job satisfaction of BPO

employees was neutral in terms of their monthly pay, monetary benefits, and job security and that they were satisfied in their jobs in terms of work environment and relationship with management.

Employee Productivity refers to the efficiency derived from employee performance, particularly concerning time, capability, energy, and resources (Singh & Chaudhary, 2022). According to Osman et al. (2021), employee productivity is a measure of the efficiency of an employee or group of employees in the organization.

Enhancing employee productivity has been one of the priorities for numerous organizations. Increased employee productivity yields numerous advantages for both the organization and its workforce. For example, enhanced productivity provides advantages such as steady economic growth, increased profits, and improved employee morale (Almaamari & Alaswad, 2021). Moreover, flexible work arrangements, such as remote work, can enhance productivity when supported by efficient collaboration and communication technologies (Katsamba, 2023).

Employee productivity is a significant area of research and literature in the business domain as it directly impacts the overall performance of a business. Malicay and Gano-an (2023) found that a safe working environment, manageable workload, and adequate supervisor support has a direct impact on the productivity of BPO employees.

Meanwhile, the research of Ballaret et al. (2022) also explored employee productivity among BPO employees, but the study focused on the employees' perceptions of their most preferred method of increasing workplace productivity. The employees of the BPO company expressed that they prefer positive reinforcement and positive disciplinary activities in increasing their productivity over negative reinforcement. Specifically, the BPO employees preferred bonuses, promotions, and recognition as positive reinforcement methods that will increase their productivity in the workplace. In terms of disciplinary methods, the BPO employees stated that strict policies, additional workloads, and extra training were effective in increasing their productivity.

In today's fast-paced and highly competitive business landscape, work-life balance is a crucial factor that influences employee productivity. As businesses seek to increase their profits by maximizing output and productivity, employees are more pressured to manage their work responsibilities while maintaining the needs of their personal lives. This issue is further reinforced by the rise of work-from-home and hybrid arrangements. Based on Tejero et al. (2021), employees in a work from home set up reported that their work-life balance, along with sleep, stress, and social support declined because of their remote work set up. Therefore, their productivity at work significantly decreased.

The study of Marecki (2024) found that when employees effectively manage work and personal commitments, their job satisfaction increases, which yields positive results in overall productivity at work. Moreover, when employees achieve a healthy work-life balance, their productivity and motivation not only increase, but also their stress, burnout, and intentions to resign significantly decrease.

The study of Manorama (2024) revealed that the productivity of BPO employees increase when they maintain a healthy work life that allows them to tend to their personal commitments. Moreover, the study found that a healthy work life allows BPO employees to lower their absences, which is useful in reducing

employee turnover and improving employee productivity. The BPO employees also reported that a work-life balance improves their physical and mental health, morale, and commitment to their jobs.

As businesses face growing pressure to enhance productivity and efficiency in their workplaces, employees are increasingly burdened with more workload, tighter deadlines, and higher performance targets, leading to higher work stress levels. According to Iskanto (2021), work stress has a significant and negative effect on employee performance as it decreases their productivity. Since employee performance and productivity are crucial for a business to achieve its goals, work stress experienced by employees can harm a business because it creates disparity between productivity and costs incurred by the business for salaries, benefits, and other facilities. While work stress is a widely studied area, it is a phenomenon that affects employees differently, especially in different work contexts (Iskanto, 2021).

Das and Mitra (2023) investigated the impact of work stress on job performance and its association with aggression among BPO employees. The study does not focus on employee productivity, but one of the study's findings indicated that work stress cause physical, emotional, and cognitive problems to the employees, prohibiting them from performing well in their work. Thus, work stress reduces BPO employees' motivation, productivity, and focus, which are collectively harmful to their overall job performance.

This is supported by Paman et al. (2025), which examined the impact of work stress creators and inhibitors on the performance of work-from-home millennials in BPO companies in the Philippines. According to the study's findings, among all the work-stress factors and inhibitors, workload, time pressure, and unclear work-life boundaries were the top-contributing factors to BPO employees' increased stress and reduced productivity. While the respondents expressed that they experienced high stress levels that negatively affected their job satisfaction and productivity, they reported that stress inhibitors like a supportive work environment, clear communication, and recognition and reward systems, mitigated such negative effects by improving performance and reducing burnout. Generally, the study concluded that effectively managing work stress in work-from-home settings can enhance employee productivity.

Job satisfaction encompasses numerous elements that allow employees to either exhibit higher levels of commitment and efficiency or manifest decreased morale and productivity. Given that job satisfaction is influenced by various factors, researchers have been continuously studying this area of research as workplace arrangements are continually changing, along with employee expectations. Such research has been studied by Corral (2024), which specifically investigated the impact of hybrid and on-site work arrangements on employee motivation and job satisfaction in Business Process Outsourcing (BPO) companies. By collecting data from BPO employees in Metro Manila, where 62 are engaged in a hybrid set up and 51 are on an on-site arrangement, the study found that work set up had no significant effect on employee motivation and job satisfaction. Such findings suggest that BPO employees in Metro Manila have effectively adapted to their assigned work arrangements, whether hybrid or on-site. Thus, BPO employees managed to handle challenges involved in their work set up, leading to the same levels of job satisfaction and employee productivity, whether they are in a hybrid or onsite environment.

Another study by Gumasing et al. (2023) explored job satisfaction and productivity among BPO workers in the Philippines. However, the focus of the study is on the ergonomic factors in the BPO industry. As a result, the study found that macro-ergonomics, such as work environments and organizational structure, and physical ergonomics, such as workplace design and comfort, significantly improved BPO workers' productivity. On the other hand, cognitive ergonomics, such as mental workload and task complexity, and macro-ergonomics

significantly affected BPO workers' job satisfaction. Additionally, the study's findings indicated that job satisfaction and overall productivity among BPO employees in the Philippines are closely related. Even if the study is specifically focused on ergonomic factors, it has analyzed understudied relationships within the local BPO industry. Thus, its findings significantly contribute to studies about BPO employees' job satisfaction and productivity, guiding this study to draw on such findings and explore other factors affecting BPO employees' productivity.

These findings are supported by a similar study of Alarcon et al. (2021), which examined the impact of work environment on employee productivity and job satisfaction of BPO employees. The findings of the study indicated that physical work environment, occupational safety, occupational health, and appropriate technology/equipment significantly contribute to employee productivity. However, occupational health was found as an insignificant factor to the job satisfaction of the BPO employees. Overall, the study concluded that work environment in BPO companies significantly influences the productivity and job satisfaction of BPO employees. Such findings reinforce that job satisfaction and employee productivity among BPO employees are closely related.

1.2. Research Framework

The research is anchored on the work of Mohamad et al. (2024) titled "Factors that Impact Employee Productivity in Hybrid Work Environment in Financial Institution in Klang Valley." The study analyzes the factors affecting employee productivity in a hybrid work environment. This is illustrated in Figure 1.

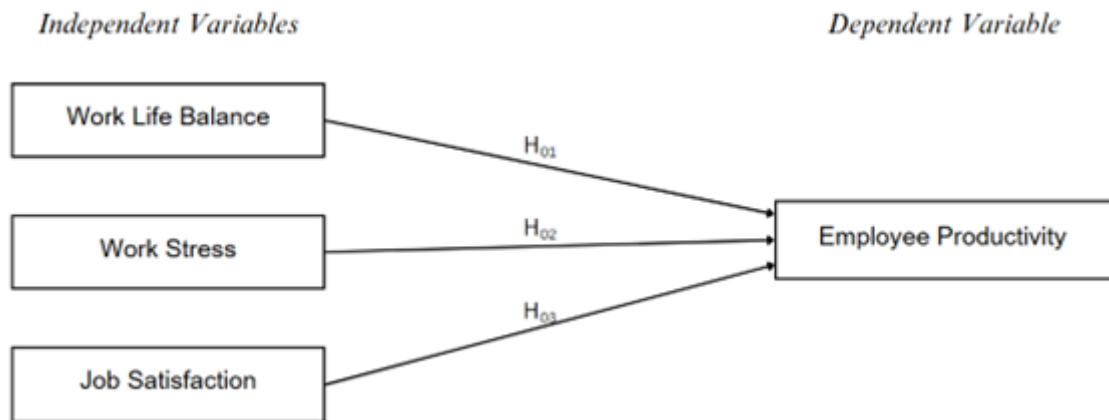


Figure 1. Conceptual Framework

Source: Factors that Impact Employee Productivity in Hybrid Work Environment in Financial Institution in Klang Valley
 (Mohamad et al., 2024)

The study conducted by Mohamad et al. (2024) focused on identifying the key factors that influence employee productivity within a hybrid work setup. The research was carried out among employees working at a Financial Institution located in Klang Valley, Malaysia. Employing a descriptive and correlational research design, the researchers collected data using a structured questionnaire, with reliability assessed through the Cronbach Alpha method. Findings revealed that improved work-life balance and higher job satisfaction are positively linked to productivity, while increased work stress has a negative impact. The study suggests that organizations should

embrace a flexible hybrid work structure that integrates adaptability and technology. For efficient remote and on-site operations, it is essential to revise strategies related to project management, communication, and performance monitoring. The use of agile methodologies and digital tools for communication and task coordination is encouraged. Additionally, managers should emphasize transparent communication, well-defined objectives, and performance-based evaluation metrics to effectively lead hybrid teams. Promoting collaboration and leveraging technology can significantly boost both employee efficiency and well-being.

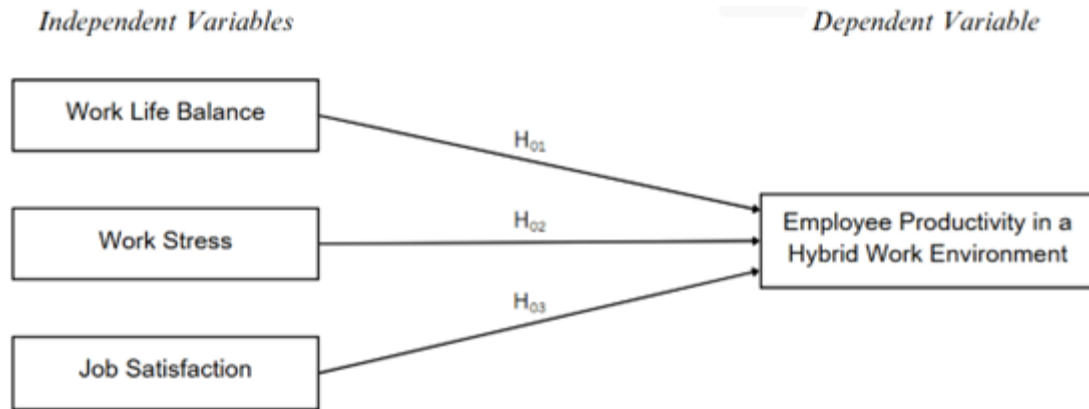


Figure 2. Operational Framework

The operational framework as illustrated in Figure 2 examined the factors affecting employee productivity in a hybrid work environment. This consists of independent and dependent variables. The independent variables include work-life balance, work stress, and job satisfaction, while the dependent variable is employee productivity. The framework shows the hypothesized relationships between each independent variable and the dependent variable. It also measured the perception of Healthcare BPO employees in the National Capital Region (NCR) related to work-life balance, work stress, job satisfaction, and employee productivity. The operational framework serves as a guide for analyzing how each factor individually contributes to or affects productivity levels within the hybrid work setup.

1.3. Objectives of the Study

This study intended to determine the factors affecting the employee productivity in a hybrid work environment among Healthcare BPO employees in the NCR. Specifically, this study aimed to achieve the following objectives:

1. To determine the perception of the Healthcare BPO employees on work life balance, work stress, and job satisfaction.
2. To determine the perception of the Healthcare BPO employees on employee productivity.
3. To determine if work life balance has a significant effect on employee productivity in a hybrid work environment.
4. To determine if work stress has a significant effect on employee productivity in a hybrid work environment.

5. To determine if job satisfaction has a significant effect on employee productivity in a hybrid work environment.
6. To propose suitable programs aimed at enhancing the effectiveness and efficiency of the hybrid work arrangement for Healthcare BPO employees.

1.4. Hypotheses

To address the need of the study, the following hypotheses were tested:

H01: Work life balance has no significant effect on employee productivity.

H02: Work stress has no significant effect on employee productivity.

H03: Job satisfaction has no significant effect on employee productivity.

2. Methods

2.1. Research Design

This study used quantitative research design to examine the factors that affect employee productivity in a hybrid work environment. The study employed both descriptive and causal research design. The study analyzed the effects of key factors such as work life balance, work stress, and job satisfaction on employee productivity.

2.2. Locale of the Study

The study was conducted at Healthcare BPO companies located in the National Capital Region (NCR). The National Capital Region, as the center of the Philippines' growing BPO industry, accommodates numerous firms that have implemented flexible work arrangements, especially due to the COVID-19 pandemic. The COVID-19 pandemic significantly reshaped work environments across industries, with BPO companies in NCR being among the first to adopt flexible and hybrid work arrangements to ensure continuity of services. Healthcare BPOs, in particular, had to swiftly adapt to maintain support for global healthcare systems during a time of critical need. Focusing on Healthcare BPO companies in NCR allowed the study to explore how hybrid work arrangements are implemented and sustained in high-pressure, service-oriented environments.

2.3. Respondents of the Study

The target respondents of the study are Healthcare BPO employees working under a hybrid setup, as they are directly experiencing the work arrangement being examined. Selecting participants with firsthand experience ensures that the data collected is relevant, reliable, and reflective of the actual effects of hybrid work, allowing for more accurate analysis of the research variables.

2.4. Sampling Design

The study utilized a purposive sampling design, targeting the employee population of Healthcare BPO companies in National Capital Region (NCR). Based on G Power, the total number of respondents is one hundred nineteen (119), with a power of 0.9509602, a small effect size of 0.15, a probability of error of 0.05, and a number of predictors of 3.

2.5. Research Tools and Instruments

The research utilized a questionnaire adapted from the study by Mohamad et al. (2024). The questionnaire comprises four sections pertaining to the study variable. Each variable was assessed using a 5-point Likert scale, with responses ranging from 1=strongly disagree to 5=strongly agree.

As shown on Table 1, the survey questionnaire contains 2 parts, the respondents demographics profile and the study variable. The first part is the demographics profile of the respondents, and the second part of the questionnaire contains 20 items which measured the perception of Healthcare BPO employees on work life balance, work stress, job satisfaction, and employee productivity.

Table 1. Questionnaire Specification

Part	Variable	No of items
I.	Work Life Balance	5
II.	Work Stress	5
III.	Job Satisfaction	5
IV.	Employee Productivity	5

The study conducted a pilot testing to assess the reliability of the intended questionnaire. The pilot testing involved 30 participants who has experience working in a Healthcare BPO company in a hybrid work setup. Survey questionnaires were distributed to participants online with the use of Google forms. Cronbach's alpha was utilized to evaluate the reliability and validity of all 20 items in the questionnaire.

Table 2. Cronbach Alpha Findings

Variables	Cronbach's Alpha
Work Life Balance	0.767
Work Stress	0.762
Job Satisfaction	0.817
Employee Productivity	0.838

Overall, the instrument passed, resulting in Cronbach's alpha of 0.752. The Cronbach's alpha reliability coefficient typically ranges from 0 to 1. A Cronbach's alpha coefficient approaching 1.0 indicates a higher internal consistency among the scale's items. Scores of .9 indicate excellence, >.8 signify good quality, >.7 represent acceptable standards, >.6 are deemed questionable, >.5 reflect poor results, and <.5 are classified as unacceptable.

The collection of data was administered in March 2025 up to April 2025. The survey questionnaires were distributed to Healthcare BPO employees working in a hybrid work set up in the National Capital Region (NCR) through the use of online Google forms. The data gathered were analyzed via SPSS using a multiple linear regression to test the null hypothesis of the study.

2.6. Data Analysis and Interpretation

To examine the factors affecting employee productivity in a hybrid work environment, the mean and multiple linear regression were utilized. The mean described the employees' perceptions of employee productivity, work-

life balance, work stress, and job satisfaction. Moreover, the factors affecting employee productivity in a hybrid work environment were tested through the use of multiple linear regression. The use of multiple linear regression provided a comprehensive understanding of the factors affecting employee productivity in a hybrid work environment.

Table 3. Verbal Interpretation of Responses

Range	Verbal Interpretation
4.21- 5.00	Very High
3.41- 4.20	High
2.61- 3.40	Moderate
1.81- 2.60	Low
1.00- 1.80	Very Low

Table 3 presents the interpretation of the responses of each scale level. The scale started with 5 which means “Strongly Agree” and is interpreted as “Very High” and ended at 1 which means “Strongly Disagree” and is interpreted as “Very Low”.

2.7. Ethical Considerations

This study was conducted with full compliance with the research ethics. The data gathered on this study in the Healthcare BPO Companies in NCR were collected through a self-administered survey that each employee freely answered. The dignity and well-being of the respondents were protected at all times. A letter of consent was provided to each employee before conducting the survey to ensure and keep the confidentiality and privacy of an employee's information needed in the survey. All data gathered were treated with utmost confidentiality and were not disclosed to any other entities except for researchers studying the same topic.

3. Results and Discussion

3.1. Descriptive Statistics

Table 4 presents descriptive statistics on the perception of healthcare BPO employees on work-life balance, work stress, job satisfaction, and employee productivity. Based on the results, the respondents generally perceive that they have a very high work-life balance, job satisfaction, and employee productivity. Specifically, the responses indicate that the BPO employees have a very high work-life balance with a mean of 4.61 and standard deviation of 0.52. The results also state that the respondents have a very high job satisfaction with a mean of 4.50 and standard deviation of 0.46. Moreover, the respondents answered that they have a very high employee productivity, as evidenced by a mean of 4.46 and standard deviation of 0.61. The results also show that the respondents perceive their work stress as moderate with a mean of 3.32 and standard deviation of 0.81.

Table 4. Perception of BPO Employees on Work-Life Balance, Work Stress, Job Satisfaction, Employee Productivity

Variable	Mean	Std. Deviation	Interpretation
Work-Life Balance	4.61	0.52	Very High
Work Stress	3.32	0.81	Moderate
Job Satisfaction	4.50	0.46	Very High
Employee Productivity	4.46	0.61	Very High

It is revealed in the results that healthcare BPO employees in a hybrid work arrangement have a very high work-life balance, covering aspects of their personal activities, leisure hobbies, personal matters, and family events. Hybrid work set-up effectively increased work-life balance because of its flexibility, ultimately increasing job satisfaction (Santillan et al., 2023). In a much broader context, this is reinforced by the results of a global survey by the International Workplace Group (IWG), where 86% of 1,026 respondents currently working in a hybrid work environment expressed that their work-life balance improved since their hybrid work set-up allowed them to better deal with the difficulties of everyday life.

Moreover, the healthcare BPO employees also expressed that they are highly satisfied with their jobs, which concerns their co-workers, current leads, communication and collaboration with their teams. This is justified with the study of Alambra et al. (2024), whose findings demonstrate BPO employees in NCR expressed high levels of satisfaction in areas of flexibility, work-life balance, engagement, and working environment.

The respondents also indicated that they perceive their employee productivity as very high in a hybrid work set-up, allowing them to accomplish their tasks efficiently and with due diligence. The hybrid set-up also lessens their distractions and allows them to be more productive than in traditional settings. According to Diaz et al. (2023), employees are more productive in a remote set-up as it offers more flexibility to the employees.

Finally, in terms of work stress, respondents perceived their stress levels to be moderate. This is in relation to their sense of control, feelings of being overwhelmed by the hybrid work set-up, extended work hours, limited opportunities to effectively apply their problem-solving skills, and an excessive workload. Candelario et al. (2024) support these findings, highlighting that Filipino BPO employees experience both physical and psychological stress. Similarly, Duque et al. (2024) found that Filipino BPO employees in hybrid work arrangements expressed that working full-time remotely is stressful and unfulfilling, suggesting that a hybrid work set-up offers a more balanced alternative. Such finding thereby supports the average perception of the respondents in this study towards their work stress in hybrid work environments.

Table 5 presents the result of the regression analysis on the effect of work-life balance, work stress, and job satisfaction on employee productivity among healthcare BPO employees working in hybrid work environments. From table 5, it is evident that work-life balance and job satisfaction significantly affect employee productivity as indicated by their p-values of 0.000 and 0.002, which are below the 0.05 significance level. Work-life balance also has the highest standardized beta coefficient, which means that it is the strongest predictor of employee productivity among the three variables. However, with a p-value of 0.699 and low beta of 0.025, work stress does not have a significant effect on employee productivity. Overall, the results of the regression showed that work-life balance, work stress, and job satisfaction indicated 53.6% of the variance in employee productivity ($R^2 = 0.536$, $F = 44.253$, $p < 0.001$).

Table 5. Effect of Work-Life Balance, Work Stress, Job Satisfaction on Employee Productivity

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.	Interpretation
	B	Std. Error	Beta			
Constant	-0.155	0.447		-0.347	0.729	
Work-Life Balance	0.678	0.088	0.578	7.742	0.000	Significant
Work Stress	0.019	0.048	0.025	0.387	0.699	Not Significant
Job Satisfaction	0.317	0.098	0.241	3.235	0.002	Significant
R ² = 0.536		F=44.253		p-value=<.001b		
a. Dependent Variable: Employee Productivity						

Table 5 reveals that work-life balance has a positive and significant effect on employee productivity. Moreover, among the three independent variables tested, work-life balance emerged as the strongest predictor of healthcare BPO employees' productivity. These findings suggest that when the BPO employees experience better work-life balance in a hybrid work set-up, their productivity increases significantly. Thus, BPO employees who are able to find a balance in managing their work and personal lives are more likely to perform better at work. This observation directly aligns with the broader global workforce trend where the top motivator for employees worldwide is work-life balance, which affects their decision to stay in their jobs (Partridge, 2025). It is further supported by the study of Manorama (2024), which stated that the productivity of BPO employees increases when their jobs allow them to attain a work-life balance. These findings suggest that work-life balance is no longer perceived as a luxury or secondary concern among employees. Work-life balance is now a key determinant of employee productivity, making it essential.

Furthermore, the results highlight that job satisfaction also shows a positive and statistically significant effect on employee productivity among healthcare BPO workers. Thus, when the BPO employees are content and fulfilled in their roles in a hybrid work environment, then it is more likely that they perform better at work. Because of the flexibility, autonomy, and significantly lower commute time that hybrid work arrangements offer, healthcare BPO employees become more satisfied, which in turn enhances their productivity. Such finding is shown in the research of Corral (2024), which found that BPO employees expressed a higher job satisfaction in hybrid work environments compared to on-site arrangements, which is attributed to the greater flexibility and autonomy of working remotely. Gumasing et al. (2023) further corroborates this link, emphasizing that job satisfaction and productivity are closely associated among BPO employees in the Philippines.

In contrast to the other predictors, table 5 discloses that work stress does not significantly affect the productivity of healthcare BPO employees. This implies that even if stress is present among the work environment of the BPO employees, it does not adequately affect how productive the BPO employees are within the context of a hybrid set-up. This is a noteworthy and distinct finding in this study as it contrasts the findings of the recent study of Paman et al. (2025), which highlighted that when the work-from-home BPO employees in the Philippines experience high stress levels, their productivity is negatively affected. Since the healthcare BPO sector has a unique nature operating within a hybrid work model, the adverse effects of work stress among employees may be mitigated, allowing employees to manage their stress effectively. This is supported by Dr. Sara Kayat, who expressed that hybrid working environments not only offer employees greater flexibility but also evident health benefits, evidenced by an international study that found that 68% of 2,000 hybrid workers experienced lesser stress-related symptoms, such as persistent headaches, digestive issues, and tension-related pain (Paton, 2025).

The results highlight that the independent variables (work-life balance, work stress, and job satisfaction), when

combined together, have a strong predictive power on employee productivity among healthcare BPO employees in hybrid work arrangements. This suggests that factors of hybrid work environment collectively affect the way healthcare BPO employees perform. Additionally, the results underscore the significance of such relationship, suggesting that enhancing work-life balance and job satisfaction, while managing work stress, can lead to improvements in the productivity of healthcare BPO employees. These findings are validated by the study of Jessica et al. (2023), which found that work environment and work-life balance are significant factors affecting the performance and satisfaction of employees. This is further corroborated by the findings of Mohamad et al. (2024), where it was found that job satisfaction and work-life balance both have an individually positive correlational relationship with employee productivity, while work stress has a negative correlational relationship with employee productivity.

4. Conclusion

Based on the findings of the study, it is concluded that employees working in the healthcare BPO industry in the National Capital Region (NCR) under a hybrid work setup exhibit high levels of work-life balance, job satisfaction, and productivity, which help mitigate their work stress. Among the independent variables examined, work-life balance emerged as the most significant predictor of employee productivity, thus the study rejected H01 of the study. Similarly, job satisfaction demonstrated a statistically significant effect on employee productivity, resulting for the study to reject H03. These findings underscore the potential of a hybrid work model as a strategic approach to improving both the well-being of employees and overall organizational performance. Because of a hybrid work model's offered flexibility, BPO employees can alternate between remote and on-site work, which this study highlights to be crucial in helping employees manage both work and personal responsibilities more effectively. Thus, such flexibility enhances the ability of BPO employees to meet work demands and enhance their sense of fulfillment. Despite the inherent challenges of BPO's workload demands, customer-facing nature, and irregular work hours, a hybrid work environment allows BPO employees to maintain a healthier balance between their professional and personal well-being. It provides them more autonomy and control over their jobs, which in turn enables them to dedicate more time for personal activities and hobbies, leisure time, family responsibilities, and social events.

Notably, although the BPO healthcare employees reported average levels of work stress, the findings revealed that stress does not significantly affect their productivity within a hybrid work setup, thus the study rejected H02 of the study. This finding suggests that even if work stress is present, it does not hinder BPO employees from completing work effectively. Since a hybrid work model offers greater flexibility and autonomy in where and when work is done, the employees can better manage their stress. This flexibility, in particular, allows employees to pace their workloads, take timely breaks, set own start and stop times, and avoid commutes, which all contribute to improved stress management. Thus, the negative repercussions of work stress on productivity are mitigated, allowing BPO healthcare employees to continuously remain productive even if they are experiencing moderate stress levels. Moreover, such finding does not diminish the fact that work-related stress will always be present, it highlights the value of a hybrid work environment in enabling employees to not only stay productive but also become resilient and adaptable in a high-demand industry like the BPO healthcare industry.

Collectively, all three variables of work-life balance, job satisfaction, and work stress significantly predict the productivity of the BPO healthcare employees working under a hybrid work environment, underscoring the crucial role of work models in enhancing employee productivity. Therefore, the insights from this study can be valuable for BPO employers, especially in the healthcare industry, as the study sheds light on the significance of hybrid work arrangements in fostering a culture of competent, productive, and motivated workforce.

5. Recommendations

Drawing from the study's findings, this study recommends that healthcare BPO companies continue to implement hybrid work arrangements, as the flexibility it offers contribute to high employee productivity by improving work-life balance and job satisfaction, while helping employees better manage work stress. However, given that many other factors affect employee productivity, the adoption of a hybrid work model should be accompanied by specific interventions and programs to maximize its benefits.

First, healthcare BPO companies must structure their hybrid work policies into formal programs with clear and specific guidelines for employees. These guidelines should contain communication protocols, expectations for both in-person and remote work days, assigned duties and desired outcomes, and daily or weekly task requirements. The guidelines shall also contain a fixed schedule that assigns employees into designated remote and in-person work days. The program should be reviewed quarterly or monthly to ensure that all guidelines remain effective, prompting adjustments if necessary.

Second, since work-life balance is the strongest predictor of employee productivity, healthcare BPO companies should prioritize and invest in targeted work-life balance initiatives. For instance, they may provide on-site or accessible childcare facilities for employees who need to work and take care of their children simultaneously, especially single parents, allowing them to work with the assurance that their children are nearby and well cared for. This could also reduce absenteeism and prevent unproductive employees during on-site days. The BPO companies can also offer fitness programs or partner with wellness providers to give employees discounted membership fees, encouraging them to maintain a healthy lifestyle. Additionally, it is recommended that BPO companies should provide provisions for at least a minimum of one paid mental health day per quarter, separate from sick or vacation leaves.

Third, even though BPO healthcare employees perceived their work stress to be moderate, it is evident that work-related stress is a constant presence. It is thereby recommended that BPO healthcare companies proactively manage work stress by providing access to mental health support during all work hours, with licensed professionals available on standby or on-call during both remote and on-site work days. Another proactive approach is to conduct monthly stress assessments to monitor the stress levels of employees and gather anonymous feedback. Additionally, since team leaders are the first point of contact for rank-and-file employees, they should be trained in basic mental health first aid and stress de-escalation techniques. They should also be required to conduct one-on-one check-ins every month or two to assess their team members' performance and well-being and provide appropriate support if necessary.

Finally, the programs and interventions suggested above will be ineffective if they are not tailored to the specific needs of employees and the unique work environment of each company. Although healthcare BPO companies belong to the same industry and perform relatively similar work, they still differ in management, organizational policies, workplace culture, and more. Therefore, it is recommended that before implementing targeted policies, healthcare BPO companies must conduct employee assessments to determine their workforce's readiness and preferences. The BPO companies must ensure that the programs they implement are aligned with the specific needs of their employees, as ineffective initiatives can lead to unnecessary costs and negatively affect employee productivity. Moreover, it is recommended that the BPO companies reassess the effectiveness of their implemented hybrid set up every quarter or six months by analyzing data on attendance, productivity, stress reports, and employee feedback.

5.1. Limitations of the Study

It is also acknowledged that this study has certain limitations, such as its specific focus on the BPO healthcare industry and the National Capital Region (NCR), which limits the generalizability of the study's findings given that employees in other BPO industries and locations experience unique challenges. Moreover, the study is only a short-term investigation of the work-life balance, work stress, job satisfaction, and employee productivity of the healthcare BPO employees. Nonetheless, this study lays the groundwork for future studies that will explore the productivity of employees within the BPO sector. Future research may fill the gaps in this study's limited generalizability and short-term investigation by conducting a more in-depth and a longer investigation into other complex factors influencing employee productivity in BPO work environments.

5.2. CAPSTONE

The proposed program is a capstone project designed to assess and improve hybrid work models within the BPO healthcare sector through employee-focused initiatives. By integrating mental health support, flexible work policies, wellness programs, and structured employee feedback systems, the project aims to enhance productivity, job satisfaction, and work-life balance. It seeks to provide data-driven insights and practical recommendations that can assist management and policymakers in shaping more responsive and inclusive workplace strategies. Through continuous monitoring, surveys, and employee engagement activities, the initiative ensures that the proposed improvements are grounded in real-time workplace experiences. Ultimately, this project contributes to the development of sustainable hybrid work policies that align with both organizational goals and employee well-being in an evolving work environment.

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