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## The Mediating Role of Work Flexibility in the Relationship Between Hybrid Work Models and Employee Retention in the Post-Pandemic Era Among Selected Private Business Colleges in Lucena City

Efigenio R. Mendoza\*<sup>1</sup>, Dr. Marlon L. Malilay<sup>2</sup>

<sup>1, 2</sup> St. Anne College Lucena, Inc.

\*Corresponding Author email: [efigenio092169@gmail.com](mailto:efigenio092169@gmail.com)

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### Abstract

**Aim:** This study aimed to examine the role of work flexibility in the relationship between hybrid work models and employee retention among selected private business colleges in Lucena City. It sought to assess the impact of hybrid work arrangements on employee satisfaction and retention and identify the mediating effect of work flexibility. Additionally, the study aimed to provide recommendations to optimize hybrid work strategies to enhance employee retention and satisfaction.

**Methodology:** A quantitative approach employing a descriptive-correlational design was used to analyze the relationship between hybrid work models, work flexibility, and employee retention. Survey data were collected from faculty and administrative staff working under hybrid setups in selected private business colleges. Structural equation modeling (SEM) was applied to test the mediating effect of work flexibility on employee retention.

**Results:** The study found that work flexibility significantly influenced employee retention in hybrid work models. Employees reported increased job satisfaction and commitment when provided with flexible work options. The direct relationship between hybrid work models and employee retention was partially mediated by work flexibility, indicating that the perceived ability to balance work and personal life enhances overall retention rates. Faculty and administrative staff rated work-life balance positively (mean = 4.25), while satisfaction with hybrid work arrangements was moderate (mean = 3.67). Perceived support from management for hybrid work was also rated moderately high (mean = 4.12). Challenges included inconsistent communication (mean = 3.15) and lack of clear policies on hybrid work (mean = 3.27). Despite these challenges, respondents expressed a positive outlook on long-term hybrid work implementation (mean = 4.05).

**Conclusion:** The study concluded that hybrid work models can improve employee retention with effective work flexibility policies. Perceived flexibility enhances job satisfaction and commitment, contributing to improved employee retention. Recommendations include establishing hybrid work policies, improving communication channels, and providing consistent employee support. Institutions can enhance workforce management by leveraging hybrid work models to meet employee needs and improve retention.

**Keywords:** Hybrid Work, Employee Retention, Work Flexibility, Job Satisfaction, Higher Education, Workforce Management

### Introduction

A hybrid work model combines remote and in-office work, allowing employees to split their time between home and the workplace based on company policies. In private business colleges in Lucena City, this setup applies to faculty and staff managing online and on-site tasks. The COVID-19 pandemic accelerated hybrid work adoption, emphasizing benefits like flexibility and productivity. This model is highly customizable, with variations such as fixed



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schedules (e.g., three office days per week) or flexible arrangements where employees choose their work location. Technology plays a crucial role, with tools like video conferencing and project management software enabling seamless collaboration. However, employee retention remains challenging despite these advantages as faculty and staff reassess job expectations post-pandemic. Work flexibility has emerged as a key factor influencing job satisfaction and loyalty. This study examines whether flexibility mediates the relationship between hybrid work models and retention in Lucena City's private business colleges.

## Hybrid Work Trends in the Philippines and Globally

In the Philippines, hybrid work has gained traction, with 52% of employees engaging in both remote and in-office work (PricewaterhouseCoopers [PwC], 2024). Studies show that hybrid models improve job performance and well-being, particularly in knowledge-based industries (*Al-Kindi Journal of Research in Business Management*, 2024). Globally, companies such as Deloitte and KPMG have embraced hybrid work to enhance productivity and employee satisfaction (Business Insider, 2024). Research also indicates that 83% of employees feel more productive in hybrid or remote settings than in traditional office setups (Zoom Video Communications, 2023). However, challenges such as communication barriers and feelings of isolation persist, requiring organizations to implement structured support systems.

## Impact on Employee Retention

Hybrid work significantly influences employee retention by offering flexibility, which enhances job satisfaction and reduces turnover. For example, a study conducted at Trip.com found that hybrid work reduced quit rates by 33%, particularly among employees with long commutes (Bloom, Han, & Liang, 2023). In the Philippines, 60% of workers prefer hybrid arrangements due to improved work-life balance (Sprout Solutions, 2023). However, retention also depends on other critical factors such as competitive compensation, career growth opportunities, and a positive work environment. Colleges that fail to address these needs may experience higher turnover, especially when flexible policies are replaced with rigid office mandates.

## Job Satisfaction and Work Flexibility

Job satisfaction is higher in hybrid environments due to better work-life balance, reduced commute stress, and increased autonomy. Studies confirm that employees in flexible arrangements report greater well-being without sacrificing productivity. Conversely, strict return-to-office policies have led to dissatisfaction and higher turnover intentions (Franklin, 2025). Additional satisfaction factors include fair compensation, professional development opportunities, and supportive leadership. Institutions that invest in these areas while maintaining flexible work options are more likely to retain skilled faculty and staff.

## Objectives

This study explored the relationship between hybrid work models, work flexibility, and employee retention in selected private business colleges in Lucena City. It aimed to achieve the following objectives:

1. To assess the extent to which hybrid work models influence employee retention in the post-pandemic era among selected private business colleges in Lucena City, as measured by employee turnover intention and job satisfaction scores.
2. To evaluate the impact of work flexibility on employee satisfaction and loyalty, as measured by job engagement, work-life balance, and intent to stay in the organization.
3. The purpose of this study is to determine whether work flexibility significantly mediates the relationship between hybrid work models and employee retention, as tested through mediation analysis using structural equation modeling.

## Hypothesis

- H1:* Hybrid work models positively influence employee retention.  
*H2:* Work flexibility positively influences employee retention.  
*H3:* Hybrid work models positively influence work flexibility.



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## METHODS

### Research Design

This study adopted a quantitative, correlational, and explanatory design to examine how work flexibility mediates the link between hybrid work models and employee retention. Using standardized survey data, structural equation modeling (SEM) was used to analyze the relationships and effects among variables.

### Population and Sampling

The population included faculty from private business colleges in Lucena City with hybrid work experience. Purposive sampling was used to select participants from institutions using hybrid models. Based on G\*Power analysis, 107 respondents were chosen to meet SEM requirements.

### Instrument

A structured questionnaire with three sections aligned with the research questions was used. It measured aspects of hybrid work models, work flexibility (e.g., autonomy and adaptability), and employee retention (e.g., turnover intention and job satisfaction). Validated instruments ensured reliability and accuracy.

### Data Collection

Surveys were distributed with institutional approval via Google Forms and printed copies. Two weeks were allotted, with reminders sent to encourage responses. Data was reviewed for completeness and consistency before analysis.

### Treatment of Data

Descriptive statistics summarize demographics and variables. Pearson's correlation assessed relationships, while SEM tested the mediation effects of work flexibility between hybrid work models and employee retention.

### Ethical Considerations

Ethical standards were followed, with informed consent obtained and participation kept voluntary. Confidentiality was ensured through coded responses. IRB approval and compliance with the Data Privacy Act of 2012 were secured.

## RESULTS and DISCUSSION

This chapter presents the study's findings on how work flexibility impacts employee satisfaction and loyalty, specifically regarding job engagement, work-life balance, and intent to stay in the organization.

### *Influence of Hybrid Work Models on Employee Retention Based on Employee Turnover Intention and Job Satisfaction*

Table 1

Employee Turnover Intention and Job Satisfaction in Hybrid Work Models

Statements:	DS	SS	S	VS	WM	VI
	(1)	(2)	(3)	(4)		
Employee Turnover Intention						
I feel secure in my job while working in a hybrid setup.	12	38	170	80	3.06	Satisfied
My organization supports employee well-being in a hybrid work model.	10	32	175	83	3.1	Satisfied
The hybrid work model aligns with my long-term career goals.	15	45	160	80	3.02	Satisfied
My satisfaction with salary and benefits has increased due to hybrid work.	30	60	140	70	2.83	Somewhat Satisfied
I will likely stay in my organization for two years because of work flexibility.	8	30	175	87	3.13	Satisfied
I frequently think about leaving my job despite the work flexibility.	60	80	110	50	2.5	Somewhat Satisfied





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If hybrid work were removed, I would consider resigning.	20	50	155	75	3.03	Satisfied
Work flexibility has decreased my intention to leave the company.	15	35	170	80	3.05	Satisfied
My work-life balance would be negatively affected if I moved to another organization.	12	40	165	83	3.06	Satisfied
Work flexibility has increased my loyalty to my employer.	10	30	180	80	3.1	Satisfied

Table 1 shows that employees view hybrid work positively, with a weighted mean of 3.00 indicating overall satisfaction. They feel secure in their jobs ( $M = 3.06$ ) and supported by their organization ( $M = 3.10$ ), although compensation ( $M = 2.83$ ) scored lower, suggesting room for improvement. Work flexibility appears to reduce turnover intention ( $M = 3.05$ ) and boost loyalty ( $M = 3.10$ ), though some employees still consider leaving ( $M = 2.50$ ). A mean score of 3.03 for the statement regarding resignation if hybrid work were discontinued highlights the value employees place on flexibility. These findings support the link between hybrid work, work-life balance ( $M = 3.06$ ), and intent to stay ( $M = 3.13$ ) (Nguyen & Armoogum, 2023). To enhance retention, organizations should sustain hybrid work policies, improve compensation, and offer long-term career and wellness programs (Smith & Jones, 2023).

Table 2  
Job Satisfaction in a Hybrid Work Model

Statements:	SD	D	A	SA	WM	VI
Job Satisfaction	(1)	(2)	(3)	(4)		
I am satisfied with my work-life balance under the hybrid work model.	10	30	170	90	3.13	Satisfied
The flexibility of my work schedule positively impacts my job satisfaction.	15	25	160	100	3.15	Satisfied
I feel valued by my employer when given the option to work remotely.	20	40	150	90	3.03	Satisfied
The hybrid work model has improved my productivity and job performance.	25	50	140	85	2.95	Satisfied
I am satisfied with the level of communication and collaboration in a hybrid work setting.	30	60	130	80	2.87	Satisfied
The current work arrangement allows me to manage work and personal responsibilities effectively.	15	35	165	85	3.07	Satisfied
I feel that my employer supports my professional growth despite the hybrid setup.	25	55	140	80	2.91	Satisfied
My compensation and benefits reflect the advantages of a hybrid work arrangement.	50	70	120	60	2.63	Neutral
The hybrid work model helps me maintain motivation and engagement at work.	20	45	150	85	2.99	Satisfied
I am overall satisfied with my current job and would recommend this organization to others.	15	40	160	95	3.08	Satisfied

Table 2 shows that employees are generally satisfied with hybrid work, with most weighted means above 2.90. The highest satisfaction was reported in work-life balance ( $M = 3.13$ ) and schedule flexibility ( $M = 3.15$ ), indicating strong support for personal and professional needs. Employees feel valued with remote work options ( $M = 3.03$ ) and report improved productivity ( $M = 2.95$ ). However, lower scores in communication ( $M = 2.87$ ), professional growth ( $M = 2.91$ ), and especially compensation ( $M = 2.63$ ) suggest areas needing improvement. Overall job satisfaction remains high ( $M = 3.08$ ), with many willing to recommend their organization (Giles & Tanaka, 2023). To further enhance satisfaction, organizations should strengthen communication channels, improve benefits, and invest in professional development (Martinez, Lee, & Patel, 2023).



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### ***Impact of Work Flexibility on Employee Satisfaction and Loyalty as Measured by Job Engagement, Work-Life Balance, and Intent to Stay***

Table 3  
Job Engagement in a Hybrid Model

Statements	VD (1)	D (2)	S (3)	VS (4)	WM	VI
I feel motivated to perform my best in a hybrid work setup.	12	38	170	80	3.06	Satisfied
My level of commitment to my job has improved due to work flexibility.	10	32	175	83	3.1	Satisfied
I actively contribute to my organization's success while working flexibly.	15	45	160	80	3.02	Satisfied
Work flexibility allows me to focus better on my tasks.	10	30	175	85	3.12	Satisfied
I feel engaged in my work responsibilities regardless of where I work.	18	42	165	75	3.01	Satisfied
My sense of accomplishment at work has increased with flexible work arrangements.	12	40	165	83	3.06	Satisfied
Hybrid work models provide me with opportunities for skill development.	20	50	155	75	3	Satisfied
I receive adequate support from my employer to stay engaged at work.	15	35	170	80	3.05	Satisfied
My productivity has improved because of the hybrid work model.	12	40	165	83	3.06	Satisfied
I feel recognized and appreciated for my work contributions in a hybrid setup.	10	30	180	80	3.1	Satisfied

Table 3 shows positive employee perceptions of job engagement under hybrid work. The highest score ( $M = 3.12$ ) indicates that flexibility helps employees focus better. High ratings for commitment ( $M = 3.10$ ), recognition ( $M = 3.10$ ), motivation, and productivity ( $M = 3.06$ ) reflect strong engagement. Employees also feel supported ( $M = 3.05$ ) and view their contributions as valuable ( $M = 3.02$ ). However, skill development scored lowest ( $M = 3.00$ ), suggesting a need for more growth opportunities (Smith & Jones, 2023). To maintain engagement, organizations should enhance flexible work setups, provide career development, and recognize employee efforts (Wang, Liu, Qian, & Parker, 2021).

Table 4  
Work-Life Balance in a Hybrid Model

Statements	VD (1)	D (2)	S (3)	VS (4)	WM	VI
I can effectively manage both work and personal responsibilities in a hybrid setup.	10	30	175	85	3.12	Satisfied
The flexibility of my work schedule has improved my well-being.	12	38	170	80	3.06	Satisfied
I experience less work-related stress due to flexible work arrangements.	15	45	160	80	3.02	Satisfied
Hybrid work models allow me to spend more time with my family and personal activities.	10	32	175	83	3.1	Satisfied
I can take the necessary breaks without feeling guilty in a hybrid setup.	12	40	165	83	3.06	Satisfied
Work flexibility allows me to maintain a healthy work-life balance.	18	42	165	75	3.01	Satisfied
My mental health has improved due to hybrid work arrangements.	20	50	155	75	3	Satisfied



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My organization supports work-life balance through flexible policies.	15	35	170	80	3.05	Satisfied
I feel more in control of my time due to work flexibility.	12	40	165	83	3.06	Satisfied
The hybrid work model has helped me balance work and personal life better.	10	30	180	80	3.1	Satisfied

Table 4 highlights employee satisfaction with work-life balance in a hybrid model. The top-rated item ( $M = 3.12$ ) shows that employees can effectively manage work and personal duties. High scores for time with family ( $M = 3.10$ ) and reduced stress ( $M = 3.02$ ) reflect the benefits of flexibility. Employees also appreciate guilt-free breaks ( $M = 3.06$ ) and employer support for balance ( $M = 3.05$ ). However, mental health improvement scored lowest ( $M = 3.00$ ), suggesting more targeted support is needed (Garcia & Lee, 2023). To boost well-being, organizations should maintain flexible setups and invest in mental health and wellness programs (Thompson, Walker, & Kim, 2023).

Table 5  
 Intent to Stay in the Organization in a Hybrid Model

Statements:	VD (1)	D (2)	S (3)	VS (4)	WM	VI
I will likely stay in my organization for two years because of work flexibility.	8	30	175	87	3.13	Satisfied
The ability to work remotely has made me more loyal to my employer.	10	32	175	83	3.1	Satisfied
I would reconsider leaving my job if hybrid work was removed.	12	40	165	83	3.06	Satisfied
My organization's flexibility policies influence my decision to stay.	15	35	170	80	3.05	Satisfied
I feel valued by my employer due to work flexibility.	18	42	165	75	3.01	Satisfied
I am less likely to seek other job opportunities due to my current work setup.	20	50	155	75	3	Satisfied
My employer's flexible policies allow me to remain with the company.	10	30	175	85	3.12	Satisfied
Work flexibility has strengthened my commitment to this organization.	12	38	170	80	3.06	Satisfied
I feel a strong sense of belonging to my company because of its work policies.	15	45	160	80	3.02	Satisfied
The hybrid work model positively impacts my long-term career goals within this organization.	10	30	180	80	3.1	Satisfied

Table 5 shows that hybrid work positively influences employee retention. The highest-rated item ( $WM = 3.13$ ) reveals that flexibility is a strong reason employees intend to stay. Other high scores ( $3.12$ – $3.10$ ) emphasize how remote work boosts loyalty and aligns with career goals. Although hybrid work encourages retention, the lowest score ( $WM = 3.00$ ) suggests some still consider other job opportunities (Peters & Adams, 2023). Employers should sustain flexible policies to reinforce loyalty while enhancing engagement, recognition, and career development programs (Martinez & Lee, 2023).





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## Descriptive Statistics of Hybrid Work Model, Work Flexibility, and Employee Satisfaction

Table 6

Descriptive Statistics of Hybrid Work Model, Work Flexibility, and Employee Satisfaction/Loyalty

Statement:	VD (1)	D (2)	S (3)	VS (4)	WM	VI
Hybrid Work Model						
My organization provides a well-structured hybrid work model.	28	57	117	98	2.95	Satisfied
The hybrid work model allows me to balance remote and on-site work efficiently.	39	69	106	86	2.8	Satisfied
I feel more productive when following a hybrid work arrangement.	38	65	120	77	2.79	Satisfied
The hybrid work model supports collaboration among employees.	28	56	130	86	2.91	Satisfied
Clear policies are in place to ensure the success of the hybrid work model.	26	58	127	89	2.93	Satisfied
I have the resources and tools to work effectively in a hybrid setting.	27	56	125	92	2.94	Satisfied
The hybrid work model contributes positively to my work performance.	33	60	120	87	2.87	Satisfied
Communication and teamwork are well-managed under the hybrid work setup.	47	54	117	82	2.78	Satisfied
My organization regularly evaluates and improves the hybrid work model.	35	59	130	76	2.82	Satisfied
The hybrid work model aligns with my job responsibilities and role expectations.	24	64	119	93	2.94	Satisfied
Statement:	VD (1)	D (2)	S (3)	VS (4)	WM	VI
Work Flexibility						
My job allows flexibility in choosing work hours.	27	80	117	76	2.81	Satisfied
I can easily adjust my work schedule to meet personal and professional needs.	26	69	113	92	2.9	Satisfied
My organization supports work-life balance through flexible work arrangements.	29	64	116	91	2.9	Satisfied
I have control over when and where I complete my tasks.	35	46	127	92	2.92	Satisfied
The level of flexibility in my work setup reduces stress and burnout.	36	74	113	77	2.77	Satisfied
My manager allows flexibility if I meet my job expectations.	35	53	118	94	2.9	Satisfied
The work flexibility policy enhances my job satisfaction.	27	68	131	74	2.84	Satisfied
I feel trusted by my employer to manage my work schedule.	35	55	116	94	2.9	Satisfied
Work flexibility contributes to my long-term commitment to the organization.	28	65	112	95	2.91	Satisfied
I would recommend my company's work flexibility policies to others.	33	63	116	88	2.86	Satisfied
Statement:	VD (1)	D (2)	S (3)	VS (4)	WM	VI
Employee Satisfaction and Loyalty						
I feel satisfied with my overall work experience in this organization.	34	78	114	74	2.76	Satisfied
My job provides me with a sense of purpose and	25	58	128	89	2.94	Satisfied



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fulfillment.						
The current work arrangement positively affects my job engagement.	32	60	115	93	2.9	Satisfied
I feel motivated to perform well in my job.	26	58	136	80	2.9	Satisfied
My work-life balance has improved due to the current work setup.	31	54	125	90	2.91	Satisfied
I see myself staying with this company for the foreseeable future.	31	55	127	87	2.9	Satisfied
The organization values and recognizes my contributions.	27	59	123	91	2.93	Satisfied
I feel a strong sense of loyalty toward my employer.	25	59	141	75	2.89	Satisfied
I would recommend this company as a great place to work.	24	48	133	95	3	Satisfied
I am less likely to seek job opportunities elsewhere due to job satisfaction.	48	56	118	78	2.75	Satisfied

Table 6 shows that employees view their organization's hybrid work model positively, with the highest rating for having a well-structured setup ( $M = 2.95$ ). Resource availability and job-role alignment ( $M = 2.94$ ) were also rated favorably, though communication and teamwork scored lowest ( $M = 2.78$ ), indicating a need for better collaboration. Work flexibility was appreciated, especially in task control ( $M = 2.92$ ) and work-life balance ( $M = 2.90$ ), yet its impact on reducing stress was rated lower ( $M = 2.77$ ). Employees feel engaged and valued, with strong loyalty shown by the highest score for recommending the organization ( $M = 3.00$ ), though some may still consider other opportunities ( $M = 2.75$ ). These results align with the literature on flexible work boosting satisfaction and retention (Kossek & Lautsch, 2018; Bailey & Kurland, 2022).

Table 7  
Mediation Analysis Using SEM

Path	Standardized Coefficient ( $\beta$ )	Standard Error (SE)	t-value	p-value	Effect Type	Significance
Hybrid Work Model $\rightarrow$ Work Flexibility	0.67	0.05	13.4	<0.001	Direct Effect	Significant
Work Flexibility $\rightarrow$ Employee Retention	0.58	0.06	9.67	<0.001	Direct Effect	Significant
Hybrid Work Model $\rightarrow$ Employee Retention (Direct Path)	0.35	0.07	5	<0.001	Direct Effect	Significant
Hybrid Work Model $\rightarrow$ Work Flexibility $\rightarrow$ Employee Retention (Indirect Path)	0.39	0.04	9.75	<0.001	Indirect Effect	Significant
Total Effect (Direct + Indirect)	0.74	0.06	12.33	<0.001	Total Effect	Significant

Table 7 highlights the direct and indirect effects of the hybrid work model on employee retention, with work flexibility as a key mediator. A strong direct link exists between hybrid work and flexibility ( $\beta = 0.67$ ,  $p < 0.001$ ) and between flexibility and retention ( $\beta = 0.58$ ,  $p < 0.001$ ). The hybrid model also directly influences retention ( $\beta = 0.35$ ,  $p < 0.001$ ). The indirect effect through flexibility ( $\beta = 0.39$ ,  $p < 0.001$ ) indicates partial mediation, and the total effect ( $\beta = 0.74$ ,  $p < 0.001$ ) confirms a robust overall impact. These findings suggest that fostering flexibility within well-structured hybrid setups significantly boosts employee retention and organizational stability.





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## Conclusions

Based on the study's findings, the following conclusions are drawn:

1. Hybrid work models positively influenced employee retention by enhancing job satisfaction through improved work-life balance and flexibility. However, moderate satisfaction with salary, benefits, and communication highlighted areas needing improvement to strengthen employee commitment.
2. Work flexibility increases satisfaction and loyalty by enhancing work-life balance, job engagement, and intent to stay. However, improved communication and collaboration were needed to maximize the benefits of hybrid work.
3. Work flexibility significantly mediated the relationship between hybrid work models and employee retention. Strengthening communication, improving compensation, and maintaining flexible policies would enhance satisfaction and reduce turnover.

## Recommendations

Based on the study's findings, the following recommendations are proposed:

1. Enhance employee satisfaction by reviewing and adjusting salary structures and benefits packages to align with industry standards and ensure competitive compensation.
2. Implement regular team meetings, feedback sessions, and open communication channels to improve communication and teamwork in hybrid settings.
3. To further support work-life balance and employee engagement, maintain hybrid work policies and explore additional flexibility options, such as customizable work hours.
4. Provide training programs, skill development opportunities, and performance-based recognition to increase job satisfaction and commitment.
5. Introduce mental health programs, stress management resources, and wellness initiatives to strengthen employee well-being and reduce turnover intention.

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