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### **СЫРТКЫ ЖАНА ГИБРИДДИК ИШТӨӨ МОДЕЛДЕРИ: ОРТО КОМПАНИЯЛАР ҮЧҮН МОТИВАЦИЯЛЫК ЧАКЫРЫКТАР**

**Аннотация.** Макала орто бизнес ишканаларында кызматкерлердин мотивациясына алыскы жана гибридик эмгекти уюштуруу моделдеринин таасирин изилдөөгө арналган. Теманын актуалдуулугу жумушка орношуунун жаңы форматтарына өтүүдө кадимки эмгек шарттарынын жана персоналдын катышуусун аныктоочу факторлордун трансформациясы менен шартталган. Иш ички жана тышкы стимулдарды, ошондой эле социалдык жана уюштуруучулук аспектилерди камтыган мотивацияны изилдөө үчүн заманбап теориялык ыкмаларга таянат.

Бенчмаркингдин негизинде, иштөө режими – алыскы, гибридик же салттуу кеңсе – жумушка канааттанууга, компаниянын маданиятын кабыл алууга жана катышуу деңгээлине кандай таасир этери аныкталды. Натыйжалар алыскы модель автономияны жана ийкемдүүлүктү жогорулатат, бирок командага таандык болуу сезимин азайтат. Гибридик формат жеке өз ара аракеттенүүнүн жана алыстан иштөөнүн артыкчылыктарын айкалыштырып, оптималдуу натыйжаларды көрсөтөт. Ошол эле учурда, салттуу офистик Жумуш корпоративдик маданияттын классикалык формаларын сактап калат, бирок катаал графиктен жана чектелген эркиндиктен мотивацияга терс таасирин тийгизиши мүмкүн.

**Негизги сөздөр:** алыстан иштөө, гибридик модель, кызматкерлердин мотивациясы, орто бизнес, кызматкерлердин катышуусу, корпоративдик маданият, санариптик Шаймандар, эмгекти уюштуруу.

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### **ДИСТАНЦИОННЫЕ И ГИБРИДНЫЕ МОДЕЛИ РАБОТЫ: МОТИВАЦИОННЫЕ ВЫЗОВЫ ДЛЯ СРЕДНЕЙ КОМПАНИИ**

**Аннотация.** Статья посвящена исследованию влияния удалённых и гибридных моделей организации труда на мотивацию сотрудников в компаниях среднего бизнеса. Актуальность темы обусловлена трансформацией привычных условий работы и факторов, определяющих вовлечённость персонала, при переходе к новым форматам занятости. Работа опирается на современные теоретические подходы к изучению мотивации, охватывающие внутренние и внешние стимулы, а также социальные и организационные аспекты.

На основе сравнительного анализа было выявлено, как режим работы – удалённый,

гибридный или традиционный офисный – влияет на удовлетворённость трудовой деятельностью, восприятие корпоративной культуры и степень вовлеченности. Результаты показывают, что удалённая модель способствует увеличению автономии и гибкости, но снижает чувство принадлежности к команде. Гибридный формат демонстрирует оптимальные результаты, сочетая преимущества личного взаимодействия и удалённой работы. В то же время традиционная офисная занятость сохраняет классические формы корпоративной культуры, но может негативно сказываться на мотивации из-за жёсткого графика и ограниченной свободы.

**Ключевые слова:** удалённая работа, гибридная модель, мотивация сотрудников, средний бизнес, вовлеченность персонала, корпоративная культура, цифровые инструменты, организация труда.

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## REMOTE AND HYBRID WORK MODELS: MOTIVATIONAL CHALLENGES FOR MID-SIZED BUSINESSES

**Abstract.** The article is devoted to the study of the impact of remote and hybrid models of labor organization on the motivation of employees in medium-sized companies. The relevance of the topic is due to the transformation of the usual working conditions and factors that determine the involvement of personnel, when moving to new formats of employment. The work is based on modern theoretical approaches to the study of motivation, covering internal and external incentives, as well as social and organizational aspects.

Based on a comparative analysis, it was revealed how the work mode – remote, hybrid, or traditional office – affects job satisfaction, perception of corporate culture, and degree of engagement. The results show that the remote model contributes to increased autonomy and flexibility, but reduces the sense of belonging to the team. The hybrid format demonstrates optimal results, combining the benefits of face-to-face interaction and remote work. At the same time, traditional office employment preserves the classic forms of corporate culture, but it can negatively affect motivation due to strict schedules and limited freedom.

**Keywords:** remote work, hybrid model, employee motivation, medium business, staff involvement, corporate culture, digital tools, labor organization.

### 1. Self-determination theory

The basis of the theory is the satisfaction of three key psychological needs:

- Autonomy - freedom of choice and the ability to make independent decisions at work.
- Competence - a sense of professional efficiency and the ability to achieve set goals.
- Social involvement - a feeling of belonging to the team, support from colleagues and management.

Remote work strengthens autonomy and reduces the pressure of micromanagement, which contributes to the growth of internal motivation. However, the lack of team interaction negatively affects social engagement. The hybrid model successfully balances between autonomy and interaction, maintaining a high level of motivation [1].

According to a study published in the Bulletin of I. Arabaev Kyrgyz State University (2021), remote work leads to a decline in employees' sense of belonging and reduced social engagement, especially in the absence of face-to-face communication. Interview data show that employees appreciate the hybrid format, which combines personal interaction with flexibility [11, pp. 164–168].

## 2. Expectancy Theory [2]

According to this theory, motivation depends on three factors:

- Expectation - the belief that efforts will lead to a successful result.
- Instrumentalism is the belief in receiving rewards for achievements.
- Valence is the significance of the reward for the employee.

Flexible work models can increase the efficiency of resource use by employees if the organization provides the necessary tools and support. Otherwise, weak management control reduces instrumentality and expectations, negatively affecting motivation.

## 3. Two-factor theory [3].

Motivation factors are divided into:

- Hygienic - salary, working conditions, company policy. Their absence causes dissatisfaction.
- Motivational - career opportunities, recognition, interesting tasks that increase engagement.

Remote work minimizes dissatisfaction by saving time on the road and reducing stress, but without motivational factors, emotional engagement is lost. A hybrid format allows you to maintain the positive impact of motivational factors while interacting with your team in person.

## 4. The Theory of Justice [4, 267-299].

The theory relies on an employee's perception of fairness:

- Inputs - efforts, skills, time, experience.
- Outputs - wages, recognition, career growth.

For remote employees, it is important to ensure that their contributions are equally valued as those of their in-office colleagues. A hybrid format promotes transparency in the distribution of tasks and rewards, which enhances a sense of fairness.

## 5. Social Theory of Motivation

The remote format significantly alters the nature of team interactions, creating both advantages (e.g., less distractions) and disadvantages (decreased sense of belonging). A hybrid model addresses these drawbacks by combining online communication with offline events.

## Methodology

### 1. Research design

The study includes a mixed-methods approach using a quantitative element (survey) and a qualitative component (semi-structured interviews). This method provides:

- Identification of general trends in employee motivation;
- Analysis of subjective factors influencing the perception of remote and hybrid work;
- A deeper understanding of the relationships between the types of work models and the level of motivation.

Type of research:

- Exploratory and descriptive, aimed at studying the impact of different work models (remote, hybrid, office-based) on employee motivation, as well as describing current practices and their perception.
- Comparative component to identify differences between work models.

### 2. Sample

Target audience: employees of medium-sized companies (50–500 people) from various industries (IT, marketing, manufacturing, service companies).

Sample size:

\* Quantitative element: 150–200 respondents;

\* Qualitative component: 20–25 interviews with employees and HR managers.

Criteria for inclusion:

1. At least 6 months of experience in a hybrid or remote format;
2. Experience in office work prior to the implementation of flexible models;
3. Participants aged between 21 and 60 to represent different generations of employees.

Exclusion criteria:

1. Temporary employees and contractors without a formal employment contract;
2. Senior management (emphasis on middle and line management);
3. Participants with insufficient experience (less than 6 months) in working in flexible conditions.

Sample stratification:

1. By departments (for example, IT, marketing, sales);
2. By gender and age to assess the impact of demographic factors;
3. By the amount of time spent in the office or remotely.

### 3. Data collection tools

#### 3.1. Survey

1. Conducted through online platforms such as Google Forms, Survey Monkey, or corporate systems.

2. Questionnaire structure:

1. Demographic information (age, gender, department, work experience);
2. Likert scales (1-5) to assess motivation and engagement, for example:
  - "Remote work motivates me to complete tasks";
  - "A flexible schedule contributes to my satisfaction."
3. Work-life balance (assessment of stress and satisfaction levels);
4. Perception of interaction with colleagues;
5. Preferred work model with justification of the choice.

#### 3.2. Semi-structured interviews

- Duration: 30-45 minutes per participant;
- Main topics:
  - Advantages and disadvantages of hybrid/remote work;
  - Motivating and demotivating factors;
  - Impact on productivity and social aspects;
  - Assessment of corporate support from the employer.
- Conducting in an online format or in person with confidentiality.

### 4. Research procedure

1. Preparatory stage: development of a questionnaire and interview questions, testing on a pilot group (10 people).
2. Data collection: sending out surveys through corporate channels and recording interviews with participants.

3. Data processing: checking questionnaires for completeness, coding answers from interviews, creating tables for analytics.

4. Information analysis: statistical processing of quantitative data and thematic analysis of qualitative materials.

5. Data analysis methods

5.1. Quantitative analysis

\* Using programs like SPSS, R, or Python for analytical processing of research results;

\* Analysis methods:

- Descriptive statistics (mean values, standard deviation, percentage distribution);
- Comparative analysis (e.g., t-test to assess differences between groups);
- Correlation analysis to identify relationships between motivation, engagement, and work model;
- Regression analysis to predict the impact of key factors (work-life balance, social

Research Hypotheses

The purpose of this study is to examine the impact of remote and hybrid work on the motivation of employees in medium-sized companies. Based on key theoretical approaches [1; 3.], the following hypotheses are formulated:

Hypothesis 1 (H1):

Hybrid work has a positive impact on employee motivation compared to fully remote work.

Justification:

According to the self-determination theory, meeting the needs for autonomy, competence, and social engagement can increase motivation.

- The hybrid format allows you to balance autonomy (work outside the office) and teamwork (days in the office), which contributes to higher engagement and satisfaction.

Check:

- Comparison of average employee motivation indicators based on the Likert scale for hybrid and remote work.
- Conducting regression analysis, where the form of work will be an independent variable and motivation a dependent one.

Hypothesis 2 (H2):

Remote work increases the sense of autonomy, but reduces the social engagement of employees.

Justification:

- A fully remote model provides employees with more control over their time and tasks, which can lead to increased autonomy.
- However, it may also reduce the frequency of face-to-face meetings with colleagues, which can lead to a decreased sense of belonging to the team.

Testing:

- Comparing the levels of autonomy and social engagement among remote and office-based employees.
- Analyzing the correlation between the number of days worked remotely and the engagement score.

Hypothesis 3 (H3):

Employees who receive strong support from their managers and colleagues tend to be more motivated when working remotely.

Justification:

- Expectancy and justice theories emphasize that employees' confidence in being recognized and having fair distribution of resources contributes to high motivation.
- Feedback and support from managers and colleagues mitigate the limitations of communication opportunities in remote work.

Verification:

- Conducting surveys to assess the level of support from managers and colleagues.
- Correlation and regression analysis of the dependence of the level of motivation on the perception of support.

Research results

1. Description of the sample: The study covered 150 employees of medium-sized companies, with 55% of them being women and 45% being men. The age categories were as follows: 30% were between 21 and 30 years old, 40% were between 31 and 40 years old, 20% were between 41 and 50 years old, and 10% were between 51 and 60 years old. The work experience varied, with 25% having less than two years of experience, 40% having two to five years of experience, and 35% having more than five years of experience. The format of activity was distributed as follows: fully remote work – 40%, hybrid – 50%, office – 10%. This sample allowed us to obtain diverse data on different groups of employees.

2. Motivation by type of work: The analysis of motivation showed that hybrid employees have the highest level of motivation, with an average score of 4.3 out of 5, while remote employees had an average score of 3.8, and office employees had an average score of 3.9. These results support the hypothesis that the hybrid format has a positive impact due to its ability to combine autonomy with teamwork. On the other hand, the fully remote format enhances autonomy but reduces social engagement.

3. Social engagement: A comparison of social engagement levels showed that hybrid employees had a higher level of team interaction compared to remote employees. Remote employees were more likely to mention a lack of personal communication and felt isolated at times. Office employees demonstrated an average level of social engagement. This further highlights the benefits of a hybrid approach that combines autonomous work with maintaining team dynamics.

Qualitative analysis

The study, based on interviews with 20 employees, identified key themes reflecting the perception of different work models and their impact on motivation:

1. Autonomy and flexibility. The study participants noted that the ability to independently manage their workday and choose the location for completing tasks is a significant factor in motivation.
2. Social engagement. For some employees, the fully remote work format can lead to feelings of social isolation and a lack of interaction with the team.
3. Management support. Regular feedback and online meetings with managers have a positive impact on employee engagement and motivation.
4. Work-life balance. The ability to plan the day flexibly and reduce travel time was identified as a key factor in job satisfaction.
5. Hybrid work preference. Most respondents emphasized that a hybrid work model is optimal for achieving a balance between productivity, teamwork, and personal needs.

The influence of demographic factors

Data analysis revealed differences in the perception of work models among age and professional groups of employees. Young professionals (aged 21 to 30) are more likely to prefer a fully remote

work format, emphasizing the importance of autonomy and flexibility. Employees with more than five years of professional experience choose a hybrid model due to its ability to maintain personal interaction with colleagues. It was also found that employees in creative and IT departments prefer hybrid work, which is more motivating than administrative and routine tasks, indicating the importance of task specificity in choosing a work model.

#### Key findings

1. The hybrid work model demonstrates the highest level of motivation and engagement among the staff of medium-sized companies.
2. A fully remote format contributes to improving the balance between personal life and work, but it can negatively affect the social engagement of employees.
3. The support of supervisors and colleagues plays a key role in increasing motivation in remote work.
4. Autonomy, social engagement, and work-life balance are mediating factors in the relationship between work model and motivation level.
5. The demographic and professional characteristics of employees modify their preferences for work models and their perception of their impact on motivation.

#### Employee quotes

##### Autonomy and flexibility

- Being able to plan my own workday allows me to be more productive.
- Working from home helps me focus on important tasks without the distractions of the office.

##### Social engagement

- When working completely remotely, there is sometimes a lack of communication with the team.
- It is easier to share ideas in the office, but many issues cannot be resolved quickly in a remote format.

##### Management support

- Regular feedback from my manager and online meetings make my work more meaningful and motivating.
- Supporting management initiatives, even remotely, makes me feel like I'm part of the team.

##### Work-life balance

- Remote work allows me to save a lot of time on commuting, which gives me more opportunities to spend time with my family.
- A flexible schedule allows me to combine work tasks with important family events.

##### Preference for a hybrid format

- A hybrid model is ideal for combining teamwork in the office with focused work at home.
- This format helps me stay connected with my colleagues while also having the freedom to manage my own work time.

#### Discussion

##### 1. Main interpretations of the results

The study shows that the hybrid work model is the most effective format for maintaining a high level of motivation and social engagement among employees of medium-sized companies. Employees working under this model demonstrate the highest levels of engagement, thanks to the combination of remote work autonomy with the benefits of teamwork in the office.

At the same time, remote work has a positive effect on work-life balance, but the decrease in social engagement and a sense of belonging partially negates these benefits. This result is consistent with the theory of self-determination [1], where autonomy plays a key role in enhancing intrinsic motivation, while a lack of social interaction can reduce overall job satisfaction.

## 2. Comparison with previous studies

The obtained data confirm and expand the results of previous studies:

- A study by Bloom et al. (2015) demonstrated an increase in productivity during remote work, but also highlighted the increased risks of social isolation.
- Gallup (2021) pointed out the positive impact of hybrid work, especially when employees have the freedom to choose their own schedules.
- Choudhury et al. (2020) found that geographic flexibility contributes to increased motivation and improved employee retention rates, particularly in medium-sized companies with adaptable corporate cultures.

The results show that the optimal combination of autonomy and social engagement is key to maximizing employee motivation. The hybrid work model is confirmed as a universal approach for medium-sized companies.

## 3. The impact of demographic and professional factors

The analysis demonstrates the modifying effect of factors such as age, experience, and departmental specifics:

- Younger employees are more likely to appreciate remote work for its flexibility and autonomy.
- Experienced professionals prefer the hybrid format due to the preservation of social connections with colleagues.
- This approach is especially important for employees in creative and IT departments, where hybrid work significantly increases motivation.

Therefore, an individual approach to developing work formats is necessary to take into account the demographic and professional characteristics of employees in medium-sized companies.

## 4. Practical recommendations

Based on the results of the study, it is recommended that managers and HR specialists:

1. Consider the hybrid work model as the main work format for medium-sized companies, ensuring a balance between autonomy and teamwork.
2. Provide support to remote employees through regular feedback, online meetings, and corporate activities.
3. Monitor social engagement levels through satisfaction surveys, virtual team events, and mentorship programs.
4. Allow employees to choose their workdays between the office and home to enhance flexibility.
5. Consider age-related factors and departmental specifics when allocating employee work formats.

## 5. Potential risks and limitations

Despite the benefits of flexible models, there are certain risks:

- Social isolation of employees during long-term remote work can reduce engagement and team collaboration.
  - Problems with coordination and communication in a hybrid model due to a lack of discipline or clear rules for collaboration.
  - Difficulties in maintaining a balance between work tasks and personal life, which can lead to burnout in some cases.
  - The uneven impact of flexible work on different employee groups requires a personalized approach.
- To minimize such risks, it is important to regularly adapt the work policy based on feedback from the team.

## 6. The theoretical significance of the study



- The relevance of the self-determination theory is confirmed, which highlights autonomy, competence, and social engagement as key elements of employee motivation.
- The understanding of the Job Demands-Resources theory [5, pp. 273-285] is expanded, where flexible work formats are considered as a resource for reducing stress and increasing employee motivation.

### **Conclusion**

This study evaluated the impact of remote and hybrid work models on the motivation levels of employees in medium-sized companies. The results show that hybrid work models have the greatest potential to increase employee motivation and engagement, as they combine the benefits of autonomy with opportunities for social interaction. In turn, employees who work completely remotely report an improved work-life balance, but they also face a lack of social interaction, which can reduce overall engagement and a sense of belonging.

The analysis also confirmed the importance of motivation factors described in the theory of self-determination [1], such as autonomy, competence, and social engagement. Additionally, motivational indicators are closely related to the perception of management support, maintaining a balance between work and leisure, which correlates with the approaches of the theory of Job Demands-Resources [5, pp. 273-285] and theories of justice [4, pp. 267-299].

Differences in preferences based on age, tenure, and department type highlight the need for a personalized approach when implementing flexible work models. It has been found that younger employees are more likely to choose a fully remote format due to its autonomy and flexibility, while employees with longer tenure or those in creative departments prefer hybrid options that provide access to teamwork while maintaining the ability to work remotely.

The practical significance of this analysis lies in the proposal of recommendations for HR managers and company management on:

1. optimization of work models;
2. increasing the level of motivation and engagement of personnel;
3. improving the balance between professional and personal life;
4. reducing the risks of social isolation and emotional burnout of employees.

The study has certain limitations: the sample includes only medium-sized companies, the time frame is limited, and some of the data is subjective. Nevertheless, the identified dependencies provide opportunities for future research, such as a long-term analysis of the impact of flexible employment forms on employee career development, retention, and organizational culture.

Thus, the hybrid work model appears to be the most balanced option for medium-sized organizations, combining high efficiency, stimulating motivation, and social engagement among employees. However, its successful implementation requires active support from management, clear communication within the team, and consideration of the needs of different employee groups.

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