



Exploring Employee Well-being in Hybrid Work Arrangement in the BPO Industry in the New Normal: A Hermeneutic Phenomenological Inquiry

¹Duque, Princess Denezze ²Balmeo, Bernie ³De Castro, Luningning ⁴Henson, Luzale

¹Researcher, ²Adviser ³Panelist ⁴Panelist
¹School of Graduate Studies

¹New Era University, Quezon City, Philippines

Abstract : This hermeneutic phenomenological study seeks to explore the various aspects of well-being influenced by hybrid work arrangements in the new normal, aiming to formulate strategies for optimizing employee well-being in the evolving landscape of the BPO industry. Using an interpretative phenomenological analysis based on hermeneutics, data was gathered from semi-structured interviews, journals, and pictures of 10 participants employed in a BPO company in Quezon City, in which the predominant structure of hybrid work arrangements is work from home. Seven (7) themes emerged from which textual and structural descriptions were synthesized through the universal structure, and these are the following: (1) physical wellness; (2) social wellness; (3) financial wellness; (4) personal wellness; (5) job performance; (6) workplace principles; and (7) employee relations. The results of the study recommend future research delving into hybrid work arrangements, exploring their impact across industries and wellbeing aspects, while employers supporting BPO employees in such arrangements may implement comprehensive wellness programs, communication technologies, financial initiatives, and policies promoting work-life balance and mental health, alongside continuously evaluating and adapting initiatives; additionally, government officials and policymakers may consider integrating provisions for work from home and hybrid work arrangements into labor policies, with a focus on employee well-being implications.

Keywords - Hybrid work arrangement, work from home, work onsite, BPO industry, employee well-being, New Normal, and interpretative phenomenological analysis

I. INTRODUCTION

As organizations grapple with the intricacies of the "new normal," the trend towards hybrid work arrangements gains momentum. Fueled by ongoing technological advancements and shifting perspectives on work-life balance, organizations of various scales and their employees are increasingly embracing this flexible approach. (Tuhey, 2024). Hybrid work, also known as blended work, allows employees the freedom to work from diverse settings, including offices, remote locations, or a combination of both. (Hannah, 2023).

With the transition to hybrid work arrangements, the well-being of employees emerges as a paramount concern, with ramifications beyond the confines of the workspace. Prior to the COVID-19 pandemic in 2020, remote work was a preference for a minority of employees. However, the global crisis prompted a seismic shift, with a significant majority expressing a desire to continue remote work arrangements (Parker et al., 2020). Despite this, a disconnect exists between employee preferences and executive sentiments, highlighting a dichotomy in organizational perspectives.

Gallup research underscores the complexity of this transition, revealing that workers in hybrid or remote roles experience higher levels of stress and anger compared to their onsite counterparts. Paradoxically, these remote and hybrid employees also report higher levels of engagement, presenting a challenging conundrum for company leaders (Brecheisen, 2023). This dichotomy necessitates thoughtful consideration and strategic planning by organizations as they navigate the complexities of the new work paradigm.

In light of these challenges, organizations have an opportunity to deliberate and strategize effectively for their unique organizational needs. Drawing from lessons learned during the pandemic, employee feedback, and productivity evaluations, organizations can chart a course towards a new normal tailored to their ethos. This context sets the stage for a hermeneutic phenomenological study aimed at exploring the various aspects of well-being influenced by hybrid work arrangements in the new normal.

In addition, this study seeks to address gaps in prior research by emphasizing a diverse range of functions within the business process outsourcing (BPO) industry, including human resources, finance, and back-office operations. By delving into these varied facets, this study aims to provide comprehensive insights into the dynamics of hybrid work arrangements, thereby contributing to a deeper understanding of their implications and informing strategies for optimizing employee well-being in the evolving landscape of the BPO industry.

Purpose of the Study

The purpose of this hermeneutic phenomenological inquiry is to explore the various aspects of well-being in hybrid work arrangement to formulate strategies for optimizing employee well-being in the evolving landscape of the BPO industry in the new normal. Specifically, this study sought to answer the following questions:

1. How do BPO employees describe their lived experiences on well-being in the context of hybrid work arrangement during the new normal?
2. What are the performances of the BPO employees in hybrid work arrangement?
3. How do BPO employees optimize hybrid work arrangements to better support and enhance the overall well-being during the new normal?

II. METHODS

Research Design

Qualitative research is applied in this research because of its ability to explore deeply into the complexities of a phenomenon by capturing the experiences, perceptions and emotions of employees. Specifically, the researcher utilized hermeneutic phenomenology to investigate each participant's unique experiences in employee well-being in the context of hybrid work arrangement encompassing aspects of physical health, social connections and financial stability.

Hermeneutic phenomenology, exemplified by Heidegger's "Being and Time," (1927) delves into the interpretive comprehension of human existence and perception, emphasizing lived experiences and existential frameworks. This methodology uncovers the profound significance of human existence through analyzing daily encounters and interactions with the environment. Scholars like Gadamer (1975) further explored this approach, highlighting the fusion of horizons to understand texts or phenomena through dialogue, while Merleau-Ponty's (1945) work emphasizes the embodied nature of perception and the importance of interpretation in understanding human experience and the world.

Smith (2012) investigates into the intersection of hermeneutics and phenomenology, emphasizing the importance of understanding participants' perspectives in research. He emphasizes the interpretive nature of phenomenological inquiry, where researchers aim to grasp the lived experiences of individuals. Smith highlights how hermeneutic phenomenology offers a framework for interpreting and making sense of these experiences within their cultural and historical contexts which was used by the researcher in this study -Interpretative Phenomenological Analysis (IPA).

Research Setting

The BPO industry in Quezon City has remained resilient and has been steadily growing between 2019 and 2021. Because of the industry's continuous operation, the socioeconomic aspect of employment rate, revenue status, and tax collection increased significantly, allowing a large number of employees to work onsite or remotely (Dili, et. al, 2022). Therefore, Quezon City has been selected by the researcher as research setting in conducting IPA focused on the lived experiences on well-being of BPO employees in the hybrid work arrangement in the new normal.

Sample

The researcher selected 10 participants using purposive sampling technique with the specified criteria: (1) Employed in a BPO Company in Quezon City, (2) Employees who had prior experience working in full onsite arrangement during pre-pandemic ("old normal"), work from home arrangement during the pandemic then transitioned to hybrid work arrangement during the post-pandemic ("new normal") in a Philippine setting, (3) Majority of hybrid work arrangement is work from home regardless if day shift or night shift (e.g. 3 days work from home, 2 days' work onsite), (4) Belongs to either the Human Resources, Finance and Back Office irrespective of their ranks. This is to focus on functions that are not client facing that are more applicable to a hybrid work arrangement and (5) Must be willing to participate in the study.

Sampling Procedure

Having been employed at a BPO company in Quezon City for three years, the researcher maintained ongoing connections and friendships with former colleagues. Given the utilization of purposive sampling in this hermeneutic phenomenological study, the researcher reached out to potential participants individually via Facebook Messenger. Upon agreement to participate, the researcher also sought referrals from them, targeting individuals who met the research criteria. This process persisted until the desired number of participants was attained.

Data Collection Method

This hermeneutic phenomenological study utilized the qualitative research technique of in-depth interviews. The researcher conducted thorough one-on-one interviews with participants to delve deeply into their perspectives, thoughts, and behaviors. These interviews aimed to gather detailed information and provide contextual insights into the participants' viewpoints and experiences. Ultimately, this approach enriched the understanding of specific ideas or situations being studied.

Journals or diaries were requested from the participants allowing them to detail their experiences when initially transitioning to a hybrid work arrangement and to reflect experiences of their well-being encompassing physical health, social connections, financial stability, and job performance.

The participants provided the researcher particular photos as visual evidence, depicting their current work setups at home and onsite. Additionally, they shared other photos that illustrate aspects of their well-being with the researcher.

Data Analysis

Following the transcription, the data underwent analysis primarily utilizing Creswell's (2013) simplification of Moustakas' (1994) methods. Given the hermeneutic foundation of this study, the analysis commenced with the researcher's narrative of personal experiences in relation to the phenomenon. This step aimed to underscore the necessity of setting aside these experiences to prioritize the participants' lived experiences. Subsequently, a compilation of significant statements was developed, sourced from both the interviews and relevant literature and studies reviewed. These statements, treated as categories, served as the basis for classifying the codes derived from participants' responses. Each category was assigned equal significance. These significant statements were then grouped into similar concepts termed "themes," representing the textural descriptions of the responses. Following this, a depiction of "how" the experience unfolded was crafted, known as the "structural description," which delved into the contextual setting of the experienced phenomenon. These universal structures encapsulated the very "essence" of the lived experience, serving as the cornerstone of phenomenology.

III. RESULTS

The process of analyzing the data revealed 7 distinct themes, 47 categories and 155 codes that reflected commonalities among the participants' experiences. These themes and categories were derived from detailed textual descriptions gathered during the study.

1. Lived experiences on well-being in the context of hybrid work arrangement during the new normal

The study's analysis identified 7 themes, 47 categories, and 155 codes reflecting the participants' experiences. Here is a synthesis focusing on the first four themes and their related categories:

Theme 1: Physical Wellness

Physical Health Issues stem from poor ergonomics, which significantly impact physical health. Participants like Violet and Yellow experienced back pain due to long hours of sitting, emphasizing the need for ergonomic office equipment at home.

Physical Exhaustion is exacerbated by commuting challenges. Violet and Black highlighted increased travel time and traffic as major contributors to their physical fatigue in a hybrid work setup.

No Physical Health Issues were reported by some participants, such as Peach and Maroon, who appreciated the flexibility of moving around more freely at home, which contributed to their overall physical well-being.

Physical Exercise is positively influenced by hybrid work. Participants like Violet and Pink noted increased physical movement when working on-site, such as walking and climbing stairs, which enhanced their physical activity levels.

Physical Nutrition is maintained through supplements, as highlighted by Green and Yellow. They used supplements to counterbalance the lack of exercise and irregular eating schedules, ensuring they received essential nutrients.

Preventive Healthcare practices were also implied, as maintaining physical wellness requires ongoing efforts to prevent health issues. Participants' experiences underline the importance of addressing ergonomic setups, managing physical exhaustion from commuting, and ensuring adequate physical exercise and nutrition.

Theme 2: Social Wellness

Family Care is a critical aspect of social wellness, focusing on nurturing and maintaining supportive relationships with family members. Green highlights that working from home provides more opportunities to spend time with family, including during breaks and free time, allowing for conversations and participation in family events like birthday celebrations. Similarly, Red values working from home three days a week, which allows for relaxation and more time with family, including enjoying meals cooked by family members and spending quality time together.

Social Life in social wellness includes the interactions, relationships, and connections with others in one's social network. Green spends available time engaging in personal interests, which often involves being with family and friends. Red finds that hybrid work makes them feel healthier by facilitating more social outings, which helps build relationships and encourages going out and socializing.

Social Interactions are crucial for improving social skills and team dynamics through face-to-face meetings. Violet believes that hybrid work enhances social skills and allows for physical socialization, with team meetings conducted in person. Yellow feels that face-to-face collaboration strengthens team bonds, allowing for better expression reading and weekly team huddles that improve team unity.

Social Support in a hybrid setup can be easily accessed through technology, enhancing connections even when remote. Maroon finds hybrid work beneficial for social connections, as colleagues and managers are just a message away, making it easier to get support when needed.

Communication Issues are a significant concern for social wellness, impacting relationships, conflict resolution, and mutual understanding. Peach notes that new team members may struggle with questions when working from home, as getting quick

answers is easier onsite than through chat. Black points out that remote work can hinder communication due to issues like poor call quality, making it difficult to understand support.

Collaboration Strategies are essential for maintaining productivity and cohesion within hybrid teams. Maroon values collaboration tools like MS Teams and Skype, which facilitate easy interaction with other departments and colleagues. Green emphasizes the importance of regular one-on-one meetings for raising concerns, with leaders strategizing and enforcing open communication through meetings.

Theme 3: Financial Wellness

Participants faced numerous financial challenges and adaptations within the hybrid work environment. Daily expenses, particularly commuting costs, posed a significant burden. Green noted the impact of transportation and food expenses on financial stability, while Orange highlighted the high daily cost of commuting via "Angkas," amounting to 500 pesos per round trip. Peach also experienced budget strain due to long-distance commuting. Miscellaneous expenses further complicated financial wellness. Pink mentioned financial strain from team lunches and birthday contributions that weren't a concern when fully working from home, and Maroon pointed out unexpected costs like buying coffee during in-person meetings.

Investments in work tools were another financial consideration. Violet invested in an office chair, Pink purchased a comprehensive set of home office equipment, including a chair, desk, and laptop stand, while Maroon bought a keyboard and mouse. However, some participants managed to utilize pre-owned work tools. Yellow, for example, used equipment available at home, including a chair from a family member's previous business.

Family obligations also impacted financial wellness, particularly for participants like Yellow, who, as a breadwinner, prioritized family needs over personal expenses. On the positive side, hybrid work arrangements led to transportation savings. Yellow saved on commuting and food expenses by working onsite only two days a week instead of five, and Black found reduced commuting costs beneficial, particularly since owning a motorcycle minimized fuel expenses.

Participants noted that working from home contributed to overall savings. Orange mentioned that staying home reduced daily expenses to primarily household bills. Effective expense management was crucial for financial wellness. Green used savings from reduced transportation and food expenses for other essentials, while Black used these savings to cover increased household bills like electricity and water.

Savings techniques varied among participants. Violet often used transportation services to save on commuting fares, Red maximized credit card perks and rewards to manage expenses, and Black managed spending by offsetting daily expenses. Lastly, some participants engaged in asset management for long-term financial wellness. Red shared their positive experience with stock investments, noting a significant return on investment during the pandemic. These diverse experiences highlight the multifaceted nature of financial wellness in a hybrid work setup.

Theme 4: Personal Wellness

A comfortable home office setup leads to higher job satisfaction, motivation, and reduced stress. Prioritizing employee comfort fosters a positive work culture, enhances well-being, and improves business outcomes. Within this theme, three categories were identified:

WFH Comfort Issues: Participants like Violet and Green noted that working onsite provides better facilities and comfort compared to working from home. They highlighted the superior office workspace, ergonomic furniture, and air conditioning available in the office. However, Peach pointed out additional challenges at home, such as managing work with family interruptions, which could impact comfort and concentration.

WFH Optimal Comfort: Contrasting the comfort issues, Peach, Black, Orange, and Yellow emphasized the benefits of working from home, such as wearing comfortable clothes, avoiding the hassle of commuting, and having the flexibility to rest as needed. They appreciated the convenience of not needing to prepare extensively for the office, the immediate transition from work to rest, and the ability to personalize their home workspace.

Hybrid Optimal Comfort: Pink highlighted that enjoying overall comfort depends on individual preferences, noting that hybrid work offers the best of both worlds. This flexibility allows employees to balance the benefits of both onsite and remote work environments, enhancing their overall comfort and satisfaction.

Self-harmony: Achieving self-harmony involves balancing personal values, goals, and priorities with work responsibilities. Pink emphasized that working from home provides more time to relax and align personal activities with work. Maroon echoed this sentiment, noting that saving commuting time allows for attending to personal needs and starting work early. Yellow and Green also appreciated the hybrid setup for providing time to manage personal errands and pursue hobbies.

Individual Personality: Individual personality significantly influences personal wellness, shaping how people cope with work and social interactions. Orange and Black, who identified as introverted, preferred working alone and maintaining a small social circle, finding that extensive social interaction can be draining.

Employer Support: Employer support, such as providing transportation, can ease commuting expenses and contribute to personal wellness. Violet mentioned that the initial shuttle services offered by the company helped financially during the transition back to onsite work. However, once the transportation support ended, the increased commuting expenses added financial strain.

Overall, personal wellness is significantly impacted by the comfort and flexibility of the work environment, individual preferences, and employer support. Balancing these factors can lead to improved job satisfaction, motivation, and overall well-being.

2. Performances of the BPO employees in hybrid work arrangement

Theme 1: Personal Wellness

Several behavioral factors affect an employee's job satisfaction in a hybrid work arrangement. For Violet and Orange, lack of motivation negatively impacts their job satisfaction. Violet expressed frustration about having to commute for tasks that could

be done at home, describing it as annoying and unnecessary. Similarly, Orange shared an experience of feeling unproductive during onsite days due to a lack of tasks, making the commute feel like a waste of time and resources. Stress is another significant behavioral factor impacting job satisfaction. White mentioned that working full-time remotely in a contact center was stressful and unfulfilling, leading to a career change to seek more fulfilling work.

Conversely, various behavioral factors can also contribute to achieving self-fulfillment and job satisfaction. Red highlighted the benefits of hybrid work, particularly the sense of accomplishment and purpose derived from transitioning from remote to hybrid work, enhancing the feeling of job significance. Maroon expressed satisfaction with their work, attributing it to supportive managers and positive interactions with colleagues, leading to overall happiness and job fulfillment. These insights underscore the diverse behavioral factors influencing personal wellness and job satisfaction in a hybrid work environment.

Theme 2: Job Performance

In analyzing job performance within a hybrid work environment, three significant categories have emerged, showcasing varying impacts on productivity and output optimization.

Diminished Output: Violet and Yellow experienced contrasting outcomes regarding their productivity levels while working remotely in a hybrid setup. For Violet, working from home significantly boosted her productivity, attributing it to the focused environment devoid of workplace distractions. Conversely, Yellow echoed similar sentiments, emphasizing the enhanced focus on work tasks while avoiding the fatigue and distractions associated with commuting and other activities outside work.

However, on-site work posed challenges for Violet and Peach, resulting in a drop in productivity. Violet noted that the presence of friends and frequent breaks during on-site work contributed to reduced efficiency. Similarly, Peach expressed that on-site work felt less productive, possibly due to social interactions and interruptions.

Output Optimization: Peach highlighted the benefits of having efficient support assistance and boosted productivity while working on-site in a hybrid arrangement. Having immediate access to support and resources facilitated smoother workflow and enhanced task completion efficiency. Maroon also experienced increased productivity due to reduced time spent commuting and more flexibility to manage tasks effectively.

Behavioral Factors: Productivity levels varied among participants, often influenced by individual motivation and job satisfaction. White emphasized the role of self-motivation and job enjoyment in maintaining productivity, whether working remotely or on-site. This highlights the importance of personal drive and engagement in optimizing job performance within a hybrid work environment.

Work Tools: The significance of appropriate work tools cannot be overstated, directly impacting efficiency, productivity, and the quality of work output. Participants primarily rely on Microsoft applications and other systems for effective job execution. Tools like MS Teams facilitate clear communication, while platforms like SuccessFactors aid in candidate screening and selection. Additionally, White highlighted the importance of tools like Avaya IX and Microsoft Office suite in HR functions, emphasizing their role in streamlining tasks and processes.

In summary, job performance in a hybrid work setup is influenced by various factors, including the work environment, individual behavior, and the availability of suitable tools and resources. Understanding and addressing these factors are crucial for optimizing productivity and achieving desired outcomes in the workplace.

Theme 3: Employee Relations

In examining employee relations within a hybrid work environment, three distinct categories emerge, each shedding light on different facets of professional development and workplace dynamics.

Recognition: Violet's experience underscores the importance of recognizing employees' contributions and achievements, even within a hybrid work setup. She affirms receiving recognition for her work quality and productivity, indicating that the hybrid arrangement has effectively balanced these aspects, leading to acknowledgment and appreciation from colleagues and superiors.

Competencies: The flexibility inherent in a hybrid work arrangement allows employees like Pink to enhance their competencies by participating in additional training sessions. Pink notes that the ability to join sessions outside of regular working hours is facilitated by the hybrid setup, enabling her to expand her skills and knowledge without constraints related to physical presence in the workplace.

Growth Opportunities: Green highlights the significance of open communication and support from organizational leaders in fostering career development opportunities for employees. In a hybrid setup, Green feels more comfortable expressing her career aspirations and needs to her superiors, leading to proactive discussions about professional growth. The management's supportive stance toward employees' career plans ensures that opportunities align with individual goals and organizational objectives.

Theme 4: Workplace Principles

Workplace principles serve as guiding beliefs that shape behavior, decisions, and interactions within an organization, influencing overall work culture and employee performance.

Work Attitude: Pink reflects on the challenge of maintaining productivity and a focused mindset while working from home in a hybrid setup. She emphasizes the importance of establishing clear boundaries and routines to transition effectively into work mode, highlighting the need for structured approaches to optimize performance.

Conversely, Violet finds peace of mind when working from home but faces challenges related to punctuality and mental readiness when transitioning to on-site work. Her experience underscores the significance of mental well-being and time management in maintaining consistent performance levels across different work environments.

Work Values: Several participants, including Violet, Black, Yellow, and Orange, emphasize the value of self-discipline in maximizing performance and productivity. They stress the importance of upholding integrity and accountability, especially in remote work settings where supervision may be less direct. Self-discipline enables employees to prioritize tasks effectively and maintain focus, contributing to overall work efficiency.

Work Habits: Pink underscores the importance of setting boundaries and establishing routines to maintain work-life balance and productivity. Setting clear boundaries helps delineate between work responsibilities and personal time, preventing burnout and fostering a healthy work environment conducive to sustained performance and well-being.

3. Optimization of BPO employees of hybrid work arrangements to better support and enhance their overall well-being during the new normal

Theme 1: Employee Relations

Employee relations encompass the intricate dynamics between employers and employees, fostering an environment of mutual support and engagement. Two vital categories emerged within this theme, shedding light on the significance of employee benefits/perks and engagement programs.

Employee Benefits/Perks: Participants highlighted the importance of employee benefits and perks in enhancing overall job satisfaction and well-being. Yellow emphasized the positive impact of benefits and engagement activities in alleviating stress, citing examples such as company-sponsored events and team lunches. Maroon also mentioned the provision of wellness benefits, including free medicines, as a valuable perk offered by the organization. Similarly, Green highlighted initiatives such as free-flow vaccines, demonstrating the company's commitment to employee health and welfare.

Employee Engagement Programs: Employee engagement programs play a crucial role in fostering a sense of belonging and camaraderie among employees. Pink discussed various engagement activities, including town halls, themed dress-up days, and team-building exercises, aimed at promoting teamwork and employee morale. Green echoed this sentiment, emphasizing the positive impact of team-building activities on fostering collaboration and comfort among team members. Black also mentioned the formation of a Hobbies Club, showcasing the organization's efforts to recognize and support employees' diverse interests and hobbies.

Theme 2: Social Wellness

Participants emphasized the importance of interpersonal relations and intrapersonal activities in fostering holistic well-being.

Interpersonal Relations: Participants highlighted the significant role of support systems, with family emerging as a primary source of support for many. White and Pink underscored the invaluable support provided by their families, contributing to their emotional well-being and work-life balance.

Intrapersonal Relations: Personal hobbies and activities emerged as vital coping mechanisms for participants. Pink, Red, and Black emphasized the importance of pursuing hobbies and leisure activities to de-stress and rejuvenate. These activities ranged from reading books and watching movies to engaging in sports and creative pursuits, highlighting the diverse ways individuals prioritize self-care and personal fulfillment.

Theme 3: Personal Wellness

Personal wellness encompasses various aspects of individual well-being, including work-life balance, stress management, and self-care practices.

Work-Life Balance: Participants highlighted the importance of work-life balance in maintaining overall wellness. Pink emphasized the significance of spending quality time with loved ones, while Red stressed the importance of taking breaks and refraining from work to recharge effectively. White emphasized the need for self-care and relaxation to combat work-related stress and maintain mental well-being.

Theme 4: Workplace Principles

Workplace principles encompass core values and habits that guide individuals' behavior and interactions within the organizational context.

Work Values: Effective time management emerged as a core work value among participants, with Maroon, Peach, and Black emphasizing its importance in optimizing productivity and performance.

Work Habits: Setting boundaries emerged as a common work habit among participants, with Pink and White highlighting its importance in maintaining work-life balance and overall well-being. By establishing clear boundaries, individuals can better manage their time, physical health, and emotional needs, contributing to a healthier and more sustainable work environment.

IV. DISCUSSION

Summary of Findings

All participants are currently employed in the BPO industry located in Quezon City, where they were engaged in full onsite work prior to the pandemic. Following the onset of the pandemic, they transitioned to full-time remote work from home. Currently, they have adopted a hybrid work arrangement as part of the post-pandemic era, commonly referred to as the "new normal." Furthermore, the majority of participants predominantly work from home in their hybrid schedules. Among them, four reside in Quezon City, three in Rizal, two in Caloocan City, and one in Marikina City. Regarding shift schedules, five participants work during the night, while the remaining five work during the day. In terms of job roles, six are in HR, one in Finance, and three in Back Office roles.

RQ1. How do BPO employees described their lived experiences on well-being in the context of hybrid work arrangement during the new normal?

In answering the first specific question, the lived experiences of BPO employees were describe thru the four themes: (1) Physical Wellness (2) Social Wellness (3) Financial Wellness (4) Personal Wellness. These four themes can be aligned with a universal structure using the dimensions of phenomena.

Physical wellness focuses on the health and well-being of the body. Corporeality, in this context, emphasizes the embodied aspect of physical wellness. It involves understanding how bodily sensations, movements, and experiences contribute to overall health and well-being. Corporeality highlights the importance of activities such as exercise, nutrition, sleep, and self-care practices in promoting physical wellness. By recognizing the interconnectedness of the body and mind, individuals can cultivate a holistic approach to maintaining their physical health.

Social wellness centers on the quality of relationships and social connections that individuals have with others. Relationality, in this context, emphasizes the interconnectedness and interdependence of individuals within social networks and communities. It involves understanding how relationships with family, friends, peers, and communities influence one's sense of belonging, support, and connectedness. Relationality highlights the importance of communication, empathy, and mutual support in fostering social wellness. By nurturing positive relationships and social connections, individuals can enhance their overall well-being and resilience.

Financial wellness focuses on the management of financial resources and the ability to meet financial obligations and goals. Temporality, in this context, emphasizes the dimension of time and how it influences financial well-being. It involves understanding how past financial decisions, present financial circumstances, and future financial goals shape one's overall financial wellness. Temporality highlights the importance of financial planning, budgeting, and saving for long-term financial security. By adopting a proactive and forward-looking approach to financial management, individuals can improve their financial well-being and achieve greater financial stability over time.

Personal wellness encompasses various dimensions of well-being, including physical, emotional, social, and spiritual aspects. Corporeality, in this context, emphasizes the embodied nature of personal wellness. It involves recognizing the interconnectedness of physical health, emotional well-being, and overall quality of life. Corporeality highlights the importance of self-awareness, self-care, and self-compassion in nurturing personal wellness. By attending to the needs of the body, mind, and spirit, individuals can cultivate a sense of balance, vitality, and fulfillment in their lives.

RQ2. What are the performances of the BPO employees in hybrid work arrangement?

The performances of the BPO employees were answered using the four themes: (1) Personal Wellness (2) Job Performance (3) Employee Relations (4) Workplace Principles. These four themes can be aligned with a universal structure using the dimensions of the phenomena.

The first theme for the second research question is similar to the fourth theme in the first research question which is also Personal Wellness; hence, same universal structure was used – Corporeality.

Job performance refers to the effectiveness and productivity of an individual in carrying out their work responsibilities. Temporality, in this context, emphasizes the dimension of time and how it influences job performance. It involves understanding how performance metrics, goals, and expectations evolve over time, as well as the impact of past experiences and future aspirations on current performance. Temporality highlights the importance of setting realistic timelines, prioritizing tasks, and adapting to changing circumstances to optimize job performance. By managing time effectively and staying focused on long-term objectives, individuals can enhance their overall performance and productivity in the workplace.

Workplace principles refer to the fundamental values, norms, and standards that guide behavior and decision-making in the workplace. Corporeality, in this context, emphasizes the embodied aspects of workplace principles. It involves understanding how physical environments, structures, and practices shape organizational culture and influence employee behavior and interactions. Corporeality highlights the importance of designing workspaces that support collaboration, creativity, and well-being, as well as implementing ergonomic principles to promote physical health and safety. By embodying workplace principles in the physical environment and daily practices, organizations can create a positive and inclusive workplace culture that fosters employee engagement and satisfaction.

Employee relations refer to the quality of relationships and interactions between employees and their colleagues, supervisors, and the organization as a whole. Relationality, in this context, emphasizes the interconnectedness and interdependence of individuals within the workplace. It involves understanding how relationships, trust, and communication contribute to a supportive and collaborative work environment. Relationality highlights the importance of fostering open dialogue, empathy, and mutual respect in building positive employee relations. By cultivating strong relationships and promoting a culture of teamwork and inclusion, organizations can enhance employee morale, loyalty, and overall job satisfaction, leading to greater productivity and success.

RQ3. How do BPO employees optimize hybrid work arrangements to better support and enhance the overall well-being during the new normal?

Optimization of hybrid work arrangements were answered using these two themes: (1) Employee Relations and (2) Social Wellness. These two themes can be aligned with a universal structure using the dimensions of the phenomena.

Employee relations refers to the dynamic interactions and relationships between employees within an organization, as well as between employees and their supervisors or managers. Relationality, in the context of employee relations, emphasizes the interconnectedness and interdependence of individuals within the workplace.

The second theme for the third research question is similar to the third theme in the first research question which is also Social Wellness; hence, same universal structure was used – Corporeality.

Implications

From the findings, the following practical implications were derived:

1. **Well-being Programs Tailored to Hybrid Work Environments:** Organizations may develop well-being programs tailored to the unique challenges and opportunities presented by hybrid work arrangements. These programs should address various dimensions of employee well-being, including physical health, social connections, financial stability, and personal wellness, based on the insights gained from BPO employees' lived experiences.
2. **Emphasis on Work-Life Balance and Self-care:** Organizations should prioritize work-life balance and self-care initiatives to promote employee well-being in hybrid work arrangements. This could involve implementing flexible work policies, promoting self-care practices, and offering mental health resources and support to help employees maintain a healthy balance between work and personal life.
3. **Recognition and Support for Coping Mechanisms:** Employers should recognize and support the coping mechanisms utilized by BPO employees to navigate the complexities of hybrid work environments. This may involve acknowledging employees' resilience, adaptability, and willingness to embrace change, and providing resources and support networks to help them sustain their physical, social, and financial well-being.

By implementing these practical implications, organizations can effectively support the well-being of BPO employees in hybrid work arrangements, fostering a positive and thriving work environment conducive to employee success and satisfaction.

Conclusions

From the findings, the following conclusions are derived:

1. For answering "What have been the lived experiences" of BPO employees, the lived experiences of BPO employees within the hybrid work arrangement during the new normal have provided valuable insights into various dimensions of their well-being, including physical health, social connections, financial stability, personal wellness. Through the exploration of these themes, the researcher has gained a comprehensive understanding of the various challenges and opportunities faced by BPO employees as they navigate the evolving landscape of work.
2. In terms of physical health, BPO employees have grappled with the transition to remote work and the challenges associated with maintaining a healthy lifestyle while working from home. Factors such as physical health issues (e.g. back pain, body pain), blurred boundaries between work and personal life and lack of physical activities. Though due to hybrid work arrangement – working onsite this has provided a chance for employees to have a physical activity and be more mindful of maintaining a healthy lifestyle.
3. Social connections have also played a crucial role in shaping the experiences of BPO employees during the hybrid work arrangement. The shift to remote work has led to communication barriers, difficulty with accessing support but somehow were balanced out by hybrid work arrangement because of days of working onsite giving the employees a chance to collaborate, seek support and connect with their colleagues.
4. Financial stability has been a key consideration for BPO employees amid the uncertainties brought about by the pandemic and the transition to hybrid work arrangements, challenges on daily expenses and miscellaneous expenses while working onsite in hybrid has been highlighted by the participants. Though, on the other hand, since working from home is intertwined by hybrid work arrangement, budgeting and savings technique have been found beneficial in managing expenses.
5. Moreover, personal wellness has emerged as significant factors affecting the well-being of BPO employees focusing on work-life balance and self-care.
6. In terms of performance, BPO employees have navigated the complexities of the hybrid work arrangement with varying degrees of success. Themes such as job performance, employee relations, personal wellness and workplace principles highlight the nature of their experiences.
7. In terms of personal support systems, the study highlights support from family, friends, partner and having own personal hobbies have been found effective as coping mechanisms during hybrid work arrangement. This is in addition, to company initiatives such as employee engagement programs, employee benefits that have been found effective in optimizing overall well-being in hybrid work arrangement.
8. In answering "How BPO employees make sense of their experience" BPO employees have demonstrated resilience, adaptability, and a willingness to embrace change in the face of adversity. Through the utilization of various coping mechanisms, self-care practices, and support networks, they have navigated the complexities of the hybrid work environment while striving to maintain their physical, social, and financial well-being.

Recommendations

Based on the presented findings and conclusions, the researcher recommends the following:

1. Future researches, encompassing both qualitative and quantitative approaches, could investigate hybrid work arrangements further. This could involve exploring various industries and functions, other aspects of wellbeing such as emotional, mental and psychological aspects within hybrid work arrangement.
2. To effectively support BPO employees in hybrid work arrangements, employers may adopt a various strategy. This involves developing comprehensive wellness programs that address physical health with ergonomic assessments, fitness resources, and remote lifestyle education, while also providing onsite wellness activities for mindfulness. Investing in communication and collaboration technologies facilitates seamless interaction between remote and onsite employees, supplemented by training on effective remote communication and encouragement for virtual team meetings. Financial wellness initiatives, including workshops and resources for managing expenses and budgeting, are essential for alleviating financial stressors. Policies promoting work-life balance, self-care, and mental health support, such as flexible schedules

and counseling services, enhance employee well-being. Performance management strategies should prioritize outcomes and offer avenues for professional growth and advancement. Encouraging the use of personal support systems and resilience-building resources further fosters individual well-being. Continuously evaluating and enhancing company initiatives, while promoting adaptability and resilience through open communication and a growth mindset, creates a supportive environment that acknowledges and celebrates employees' ability to overcome challenges.

- Government officials and policymakers may devise labor policies and regulations that adapt to the changing landscape of work, incorporating provisions for remote and hybrid work setups. Furthermore, they may take into account the well-being implications when formulating workplace-related policies.

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