



Impact Of Hybrid Work Arrangements On Employee Motivation Within The Accounting BPM Sector In Sri Lanka

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I certify that I have read this thesis and that in my opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Science.

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DECLARATION

This is to certify that the work is entirely my own and not of any other person, unless explicitly acknowledged (including citation of published and unpublished sources). The work has not previously been submitted in any form to the Sri Lanka Institute of Information Technology or to any other institution for assessment for any other purpose.

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ABSTRACT

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This study examines the impact of recent policy changes that require employees in the Accounting Business Process Management (BPM) sector in Sri Lanka to return to working exclusively from the office. These changes have sparked resistance among employees, who indicate that their motivation is influenced by factors beyond monetary compensation and who express a strong preference for hybrid work arrangements.

Given the growing resistance to traditional work models, this topic is increasingly relevant as companies strive to retain talent and foster a motivated workforce. The study employs a mixed-methods approach, combining quantitative analysis with qualitative insights, analyzing employee perceptions and motivations through the Self-Determination Theory (SDT), which emphasizes the importance of intrinsic motivation driven by autonomy, competence, and relatedness.

Findings reveal that the mandated return to in-office work has led to decreased intrinsic motivation among employees, highlighting the significance of flexible work arrangements in satisfying their psychological needs. The research underscores the necessity for organizations to consider employee preferences and invest in supportive policies that promote well-being and job satisfaction.

By providing actionable insights, this study seeks to guide BPM employers in creating a motivating work environment that acknowledges the importance of hybrid arrangements. Ultimately, fostering a culture of flexibility and support is essential for enhancing intrinsic motivation, overall employee satisfaction, and retention in the evolving work environment.

Keywords: Employee Motivation, Intrinsic Motivation, Hybrid Work Arrangements, Accounting BPM Sector, Self-Determination Theory

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